

# 2018/19 Annual Report



Kentish Council

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Front Cover: Kelly Slater

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## WELCOME

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*The Kentish Council proudly presents the 2018/19 Annual Report to the Community.*

*The Annual Report highlights Council's performance against the 2018/19 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 2018/19 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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Post: General Manager

Kentish Council

PO Box 63, SHEFFIELD TAS 7306

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

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# The Year in Review





## Mayor and General Manager's Welcome

We are proud to present this annual report outlining a year of good progress in Kentish highlighted by the completion of projects such as the Sheffield Recreation Ground change room extensions and the upgrade of the Goliath Park toilets as part of the Railton trailhead facilities for the Wild Mersey Mountain Bike Trails. The first Kentish tracks of the Wild Mersey Mountain Bike Trails were opened during 2018/19 together with the new pump track at Goliath Park in Railton with both proving very popular with locals and visitors alike. With the linking trail between Railton and Latrobe to be completed during 2019/20 and planning continuing for the next stage of the trails, Council is excited about the economic development opportunities for Kentish and particularly for Railton from increasing visitor numbers attracted by the Wild Mersey trails

During the year, planning, design and community consultation for streetscape improvements in both Wilmot and Sheffield was finalised with construction of these projects commencing in 2019/20. Work also continued towards the provision of a long-term, fit for purpose road access to the Lorinna community and preparation of Kentish local provisions for the Tasmanian Planning Scheme.

Council's Economic Development Committee continues to work with the community to identify and realise economic development opportunities. Council is excited by the development of the new Visitor Gateway Precinct at Cradle Mountain and looks forward to its opening in December 2019. Another potential economic development opportunity for Kentish is pumped hydro as part of the Battery of the Nation project, with council receiving updates during the year from Hydro Tasmania regarding potential pumped hydro sites in Kentish.

Council welcomed the announcement in March 2019 by then Senator Steve Martin that the Australian Government will deliver \$4.475 million in grant funding to Kentish including \$3.5 million for the Railton Flood Mitigation project and \$500,000 for the Wilmot Streetscape project. This was unexpected but much welcomed and Council thanks both Senator Martin and Coalition Government for their financial commitment to Kentish.

Council continued to engage with its communities through twice-yearly community information meetings for the Sheffield, Railton, Wilmot and Acacia Hills areas and community groups and volunteers again contributed strongly to the municipality in 2018/19. Council greatly appreciates all volunteers including their involvement in events Mural Fest, Steam Fest, Taste of the North West and numerous Christmas events. The strength of our volunteers is noted by many visitors to our community.

Financial results for the year were sound with Council achieving an underlying surplus and overall performing favourably when compared to budget. Council continues to embed resource sharing with Latrobe Council into its operations through a restructure of the inside staff of the two councils and by progressing implementation of common systems and new common ways of working across the two councils. The implementation of new systems is ongoing and has been challenging particularly resourcing the change with staff and continuing to deliver business as usual services with a relatively small workforce. Thank you to staff for their ongoing support and commitment during this period of significant change.

Finally, thank you to the Councillors who served the community of Kentish during the 2018/19 financial year, you can be proud of the achievements detailed in this report. Kentish continues to be a solid Council with broad community support.

Tim Wilson  
**Mayor**

Gerald Monson  
**General Manager**



Mayor Tim Wilson



Gerald Monson

# Performance at a Glance

	Achievements	Challenges	Year Ahead
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Completed the extension of the change rooms at the Sheffield Recreation Ground.</li> <li>Renewed the Gowrie Creek Bridge on O'Neills Road, Gowrie Park.</li> <li>Reconstruction of Lower Beulah Road and stabilisation of an adjacent landslip.</li> </ul>	<ul style="list-style-type: none"> <li>The design and delivery of projects in an acceptable timeframe was challenging, especially larger projects which required external design and construction through a tender process.</li> </ul>	<ul style="list-style-type: none"> <li>Construct stage one of the Wilmot Streetscape Project</li> <li>Construct Wild Mersey Mountain Bike Trailhead facilities at the Sheffield Recreation Ground.</li> </ul>
<b>Economic and Community Development</b>	<ul style="list-style-type: none"> <li>Worked with the Cradle Coast Authority Regional Tourism Organisation to ensure effective visitor information services are provided to visitors to the region.</li> <li>Purchased land to enable expansion of the Redwater Creek Railway site in Sheffield.</li> </ul>	<ul style="list-style-type: none"> <li>The withdrawal of the Cradle Coast Authority from the coordination of tourism promotion and the subsequent wait for a new Regional Tourism Organisation caused a range of coordination issues.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to lobby for State and Federal financial assistance for Wild Mersey Mountain Bike Trails.</li> </ul>
<b>Governance and Organisational Development</b>	<ul style="list-style-type: none"> <li>Expanded resource-sharing with Latrobe Council to underpin all of the service delivery activities for Council.</li> <li>Conducted regular public forums to obtain local input into decision making.</li> <li>Sought to expand the range of medical and family services available within the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>The relatively short-term nature of Government funding for community and health services makes it difficult for organisations to confidently plan and deliver services.</li> </ul>	<ul style="list-style-type: none"> <li>Embed resource sharing with Latrobe Council.</li> <li>Continue to implement common enterprise software with Latrobe Council.</li> </ul>
<b>Planning and Development</b>	<ul style="list-style-type: none"> <li>Worked in partnership with other service providers to meet the health and wellbeing needs of the Kentish Community.</li> <li>Promoted responsible dog ownership including compliance with the <i>Dog Control Act 2000</i> and Council's Dog Management Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Loss of staff from the planning team for an extended period of time created major challenges in meeting statutory timeframes.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise the local planning provisions for the Tasmanian Planning Scheme.</li> <li>Review waste management services for the Municipality and implement strategy changes.</li> </ul>



# Kentish Profile

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

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

Kentish has a population of 6,128, comprised of 51% males and 49% females with a median age of 47 years.

Overall, 80% of Kentish residents were born in Australia.

The three biggest industry employers in Kentish are Accommodation (4.4%), Aged Care (3.7%) and Road Freight Transport (3.2%).

Median employee income for Kentish residents is \$51,740 per annum.

Source: Census 2016, Australian Bureau of Statistics

## Our History

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

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



## Our Localities

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

## Fast Facts

Area	1,187 sq km
Road Distances	471 km
Sealed	273 km
Unsealed	198 km
Number of Bridges/ Major Culverts	104
Rateable Properties	3,678
Value of Properties (AAV)	\$45.34M
Number of Electors	4,816
Operating Expenditure	\$9.65M
Businesses	492
Visitors to Sheffield	133,216
Visitors to Cradle Mountain	224,028

# A Year in Kentish

## July 2018

School Holiday Activities  
Railton Flood Mitigation Community Meeting

## August 2018

Lions Music Hall  
Unveiling of the new Sandra Southwell Mural  
Wild Mersey Business Forum

## September 2018

Meet the Candidates Forum  
Ribbon cutting for commencement of works for the Wild Mersey Mountain Bike Trails  
Mersey Valley Junior and Masters Cycling Tour

## October 2018

Tasmanian Medieval Festival  
Oss Foley Memorial Endurance Ride  
Peaks Challenge Cradle Mountain  
School Holiday Activities

## November 2018

Sheffield School Junior Cattle Handlers Show  
Triple Top Mountain Run  
Councillor Elections

## December 2018

Official Opening of Stage One of the Wild Mersey Mountain Bike Trails  
Gowrie Park Wood Chopping Carnival  
Christmas Celebrations in Wilmot, Sheffield and Railton

## January 2019

Australia Day Celebrations  
School Holiday Activities  
Official Opening of the Youth Space  
Official Opening of the Forth Falls Walking Track  
Flowerfest

## February 2019

Official Opening of Upgraded Facilities at the Sheffield Recreation Ground  
Public Exhibition of Sheffield Streetscape Plans

## March 2019

Steam Fest  
Taste of the North-West  
Gowrie Park Rodeo  
Kentish Endurance Ride  
Government Announcement of \$4.75M funding for Railton Flood Mitigation, Wilmot Streetscape Works & Lake Barrington Amenity Upgrades  
Government Announcement of \$850k funding for Wild Mersey Mountain Bike Trails

## April 2019

Kentish Arts Festival  
ANZAC Day Services  
School Holiday Activities

## May 2019

Official Opening of the Railton Pump Track  
Gustav Weindorfer Memorial Service  
Heritage Festival

## June 2019

Mini Masters Cycling Tour  
Official Opening of State Two of the Wild Mersey Mountain Bike Trails



## Activity Overview

### Wild Mersey Mountain Bike Development

Kentish and Latrobe Councils have partnered to be able to deliver a \$4.1M world-class mountain bike experience that links the towns of Latrobe, Railton and Sheffield.

Latrobe and Kentish Council have completed the first stage of the Wild Mersey MTB Trails. The tender for Stage One was let to two different trail building companies. Next Level Mountain Bike Pty Ltd built the trails in Warrawee and TrailScapes Pty Ltd built the trails between Warrawee and Railton plus the trails above Goliath Park in Railton.

The network includes many beginner trails, a small number of intermediate and technical trails for more experienced riders and a taster of what's to come in Stage Two at Kentish.

To compliment the trails, a Pump Track was built at Goliath Park in Railton with the assistance of \$5,000 sponsorship from Bendigo Bank (Sheffield and Railton Districts Community Bank Branch). In addition, a trailhead facility including toilets, showers and a washdown bay was also built at Goliath Park. The trailhead facility at Warrawee will be opened in 2019/20.

### Hopes Mill Corner Redevelopment

As an outcome of the 'Sheffield Refresh' Sheffield Township Enhancement Project Plan, it was recommended to "give Hopes Mill Corner a makeover" and "carefully review the existing avenue of birch trees to determine when they need to be replaced".

Leon Lange of Lange Design Landscape Architecture was engaged by Council to complete the concept design.

Lange Design Landscape Architecture initially worked with the Kentish Garden Club who oversee the rose garden at Hopes Mill Corner to form a concept plan. Following a period of consultation with the wider community, Council adopted the Landscape Concept Plan for Hopes Mill Corner on 11 June 2019.

### Expansion of the Redwater Creek Railway site

Council purchased part of the block of land attached to 135 Main Street, Sheffield for the expansion of the Redwater Creek Railway site.



Official opening of the Wild Mersey Mountain Bike Trails

### Sheffield Recreation Ground Change Room Extension

Council was successful under the State Governments Community Infrastructure Fund major grants round for \$365,207 to fund the redevelopment of the change rooms at the Sheffield Recreation Ground. The project relocated the opposition change rooms to connect to the existing home change rooms. In addition, an indoor training area was constructed at the rear of the grandstand. The project was valued at over \$740,000.

### Develop a Master Plan for future use of the Sheffield Senior Citizens Building

At the November 2018 Council Meeting it was resolved to establish a Sheffield Arts Centre Special Committee of Council (Special Committee). The Committee comprises representatives from the Working Arts Space Sheffield, Kentish Arts Commerce and Tourism and Sheffield Inc.

During the year, the Special Committee worked with Council and appointed architects, 6ty° Architecture Surveying Engineering, to develop a masterplan for the facility.

The final draft masterplan was presented to the June 2019 Council Meeting where it was resolved to undertake consultation with the wider community.

### Lorinna Access Update

A Development Application was lodged with Council to extend Wilks Road to Olivers Road. The application was approved but the decision was appealed. A hearing with the Resource

Management and Planning Appeal Tribunal is scheduled for October 2019.

### Events

#### *Mural Fest*

Another successful Mural Fest was held in 2018, with Queensland artist Gren Freeman taking out the overall title with his mural 'Many Hats'. The event was considered a success with substantial crowds attending throughout the week.

#### *Steam Fest*

Redwater Creek Heritage and Steam Society's 2019 Steamfest marked its Silver Anniversary and showcased the huge array of steam powered machines in Tasmania. The event, held over the March long weekend, is a major drawcard to Kentish with visitors coming from all around Australia to experience the wide variety of exhibits.

#### *Taste of North-West*

The annual Taste of the North-West was held for the first time on the March long weekend and a shuttle bus was provided for people wishing to visit both Steam Fest and Taste of the North West. The decision to move the event was taken because of Easter falling so late and the effect poor weather has on the number of visitors. Known for showcasing some of the North's best food and wine, the free entry event attracted a variety of producers who treated the large crowd to an exciting culinary experience accompanied by live music.

#### *Sheffield in Colour and FireLight*

Sheffield in Colour and FireLight were unsuccessful in attracting funding for 2019. FireLight was subsequently put into recess by Kentish Arts, Commerce and Tourism and Sheffield in Colour was deferred until 2020.

#### *Tasmanian Medieval Festival*

Held on 13<sup>th</sup> and 14<sup>th</sup> October 2018, the Tasmanian Medieval Festival featured sword fighting, jousting, cannon firing and other medieval themed exhibitions along with a free fireworks display. Organised by the Sovereign Military Order of the Knights Templar Tasmania, the event will be back again in 2019 with an even further expanded range of activities.

### King George V Park Youth Space

Following exhibition of the draft 'Sheffield Refresh' report in late 2016, a group of school children who use the King George V Skate Park and the youth Green Room, expressed strong interest in upgrading the paths, landscaping and youth facilities in that corner of the park to create a dedicated Youth Space. The project received strong support from Council in the form of \$40,000 funding, plus a further \$20,000 from the Stronger Communities Grant Program.

The completed Youth Space was unveiled by Mayor Tim Wilson on 23<sup>rd</sup> January 2019. The Youth Space has concrete pathways, bright, colourful seating, turfed mounds, two noughts and crosses games and a table tennis table. It was designed to be a functional and fun asset to the youth facilities in King George V Park which include the Skate Park, the Green Room Youth Centre and the children's playground.

### Kentish Park and Lake Barrington Park

Council widened the access road near the southern boat ramp to allow dedicated car and trailer parking. A dedicated parking area was also built for day-use car parking.

### Capital Works Program

The largest projects completed were the reconstruction of Lower Beulah Road and stabilisation of an adjacent landslip which was subject to a 15 tonne load limit and was at risk of complete failure and loss. A section of Nook Road was reconstructed by cement stabilising the existing material and introducing additional gravels. The creation of a wide shared path on Victoria Street between Henry Street and Spring Street provides a strategic linkage and the possibility for use by vehicles in times of emergency.







### Australia Day Celebrations

Council staged the annual Australia Day celebrations at King George V Park on 26<sup>th</sup> January 2019. Each year, as part of the celebrations, Council presents awards for Citizen of the Year, Young Citizen of the Year and Community Event of the Year.

Citizen of the Year was jointly awarded to Mavis and Tommy Huett. Mavis and Tommy have been quiet achievers in Kentish over the last 50 years. Tommy was chief of the Beulah Fire Brigade for many years while Mavis worked tirelessly to fundraise for disabled children and the Roland Boys Home. Both Mavis and Tommy are long term members of the Beulah Hall Committee and the Kentish Lions Club. For the past three years Tommy has travelled to the mainland as part of Aussie Helpers, a program that helps farmers recover from the effects of fires, floods and droughts.

Young Citizen of the Year was awarded to Tom Rockliff. Tom is an outstanding role model for all young people in the community. Tom attended the Sheffield School and Don College. In 2016 he won the Tomas Alexander Award for highest academic results and Cattle Handler of the Year for his skills in handling cattle and assisting younger members. Tom was a founding member of Kentish Rowing Club and mentors young rowers. In 2018 Tom won the Lions Club State Youth of the Year and went on to win Australian Youth of the Year.

Eight individuals received a Local Hero Award for their contribution to the Kentish Community over many years. Awards were presented to Annette Williams and Allison Mace (Allnet Balloon Creations), Basil Kleijnendorst, Craig Davey, Dianne Sharp, Margaret Hughes, Mark Beach-Ross and Penny Lane.

Volunteer recognition awards were presented to Dianne Sharp, Trevor Winwood, Joanne Easton, Craig Davey, the volunteers of the Railton Neighbourhood Centre and the volunteers of The Hub.



**Photos: Top: A photo of the 2019 Australia Day gathering. Middle: Mayor Wilson presents Tommy and Mavis Huett with the Citizen of the Year Award Bottom: Mayor Wilson presents Tom Rockliff with the Young Citizen of the Year Award.**

### International Women's Day

The inaugural Kentish International Women's Day Award Celebration was held in Sheffield on 8 March 2019 with a crowd of 100 people.

The Award celebration began with a morning tea followed by a presentation from guest speaker Councillor Kate Haberle. In her presentation, Councillor Haberle spoke about the changing role of women over the past few decades and how these changes are relevant in her own life and her role as a wife, mother, teacher and local councillor.

Awards were presented by Councillor Haberle and students from Sheffield School Student Representative Council. Seven individuals received an Honourable Mention for Volunteering for their contribution to the Kentish community over many years. Awards were presented to Renate Weber, Barbara Alsop, Geneen Duff, Cheryl Jones, Cate Rejman, Rayleen Miles and Kate Haberle.

Volunteer Woman of the Year Runner Up was awarded to Kim Johnson. Volunteer Woman of the Year was awarded to Noelene Purton. Noelene has dedicated 25 years to the support of the Railton Bowls Club.

Sporting Woman of the Year Runner Up was awarded to Carly Sullivan. Sporting Women of the Year was awarded to the Sheffield Women's Cricket Team. The inaugural Sheffield Women's Cricket team entered the Cricket North West competition in 2019.

Senior Citizen of the Year Runner Up was awarded to Annette Williams and Allison Mace (Allnet Balloon Creations). Senior Citizen of the Year was awarded to Bronwyn Lee for more than 30 years dedication to community wellbeing.

Woman of the Year Runner up was awarded to Councillor Penny Lane. Woman of the Year was awarded to Julie Winwood. Julie is the major force behind The Mountaineers, the Sheffield based Relay for Life group.

### Land Use Reviews

The land use reviews for Sheffield and Claude Road/Gowrie Park were finalised during the financial year. These reviews informed the preparation of the *Sheffield Strategic Plan 2018* which was adopted by Council on 16 October 2018. The *Claude Road Gowrie Park Strategic Plan 2018* was adopted by Council on 18 December 2018.



Mayor Tim Wilson presents Zayna Mulholland with the 2019 Youth Scholarship

### Youth Scholarship

Each year, Council provides a scholarship valued at \$1,250 to assist a Kentish student to further their studies by relocating from the municipality. The 2019 Youth Scholarship was awarded to Zayna Mulholland. Zayna is studying a Bachelor of Health Science at the University of Tasmania. Council wishes Zayna all the best with her academic future.

### Youth Activities

Council provided a number of events for young people throughout the year, including the Know Your Odds Skate, Scoot and BMX Competition, four school holiday programs partnering with Glenhaven Family Care, and "Cinema Under the Stars" outdoor cinema event as part of Youth Week Tasmania.

The School Holiday Programs featured events such as Family Movie Day on the Sheffield Big Screen, Allnet Balloon Twisting Show, Wild Mersey Mountain Bike Day, Funky Movement dance program, Youth Space Fun Day and many other activities.



### Tasmanian Planning Scheme

The Tasmanian Government is reforming the State's planning system and introducing a single planning scheme for the State – the Tasmanian Planning Scheme.

During the financial year, Council continued to progress the preparation of the local provisions schedule for Kentish. This includes the allocation of zones, agricultural land and natural asset mapping as well as site specific use and development standards or qualifications. Site specific use and development standards have largely been determined by the land use reviews previously undertaken that informed the development of strategic plans for all settlement areas.

### Planning Scheme Amendments

Two planning scheme amendments were approved during the financial year.

Amendment 01/18 replaced the Cradle Gateway Specific Area Plan, which forms Clause F1.0 of the *Kentish Interim Planning Scheme 2013*, with a revised Specific Area Plan. The amendment came into operation on 19 October 2018.

Amendment 02/18 rezoned an unused part of land contained in Certificate of Title 170379/1 at 77b Main Street, Sheffield (Sheffield Bowls Club) from Recreation to General Residential. The amendment came into operation on 28 March 2019.

### Marketing and Promotion

#### *Kentish Destination Action Plan*

A suite of events during the winter of 2019 to combat the effects of the 'quiet period' for businesses was one proposal which came from the Kentish Destination Action Plan.

The departure from the municipality of the organiser of the proposed Fire and Ice winter festival meant it was unable to go ahead. Other options are being considered for the future.

#### *Cradle Country Marketing Group and campaign*

A dedicated website, [thisiscradlecountry.com.au](http://thisiscradlecountry.com.au), was launched and a social media presence was established with Facebook and Instagram pages. The marketing plan for 2018/19 also continued its focus of direct marketing to visitors arriving at Hobart and Launceston airports, on the Spirit of Tasmania and at Port of Melbourne through advertising and placement of the highly successful 'This is Cradle Country'. Central Coast Council

resigned from the Cradle Country Marketing Group from June 30, 2018, leaving Devonport, Kentish and Latrobe councils to promote the three remaining municipalities under the banner 'Cradle Country'.

### The Green Room

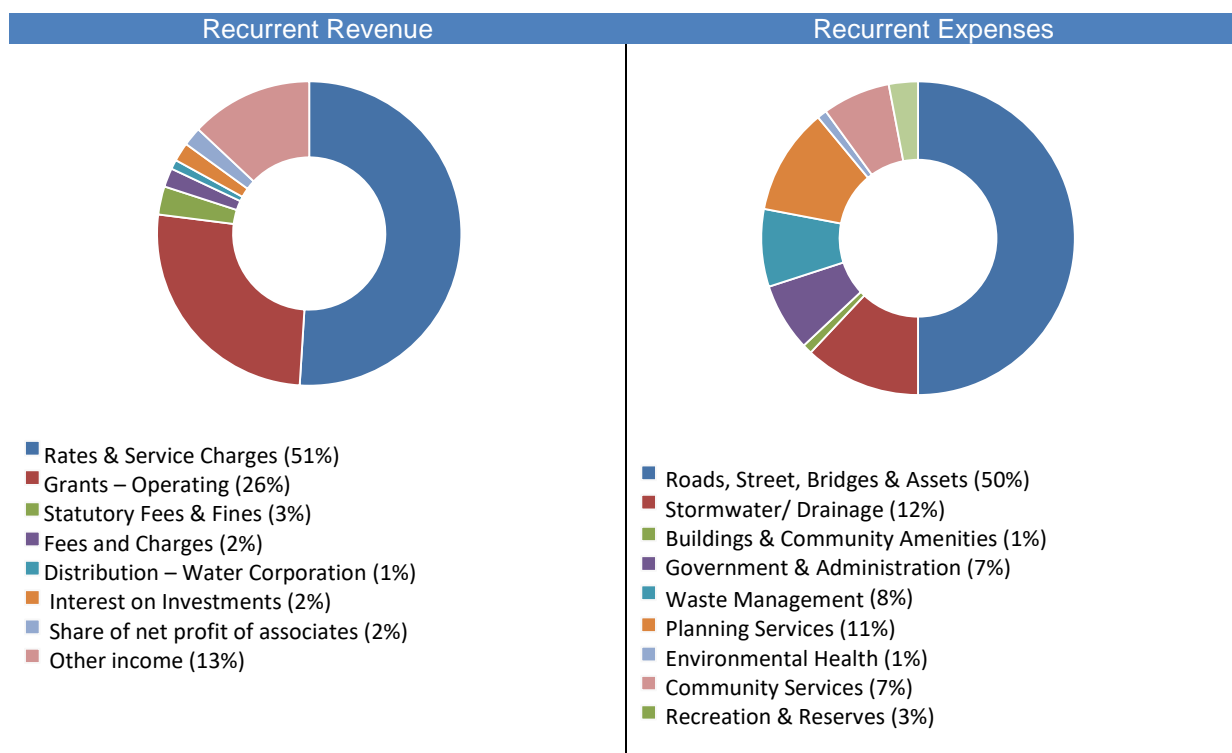
Following the development of the King George V Park Youth Space, Council was awarded a \$6,000 grant from the Stronger Communities Program Round 4 for the refurbishment of the Green Room. The refurbishment included a complete interior paint, new carpet, new shelving, new power points including USB charging points, bike hangers, and two computers.

The refurbished Green Room was re-opened on 16<sup>th</sup> March 2019.

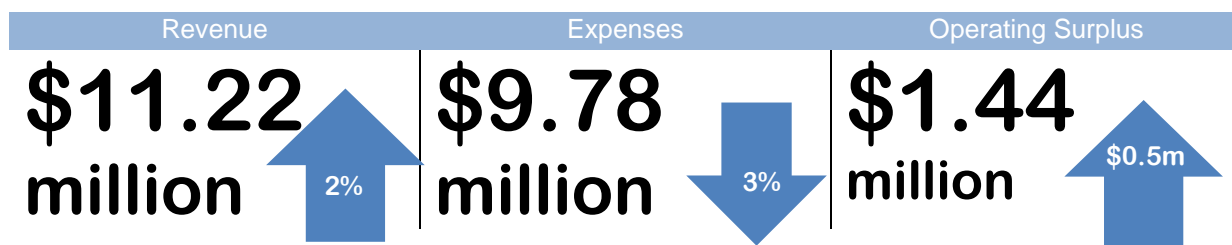


# Financial Overview

## REVENUE & EXPENDITURE SOURCES

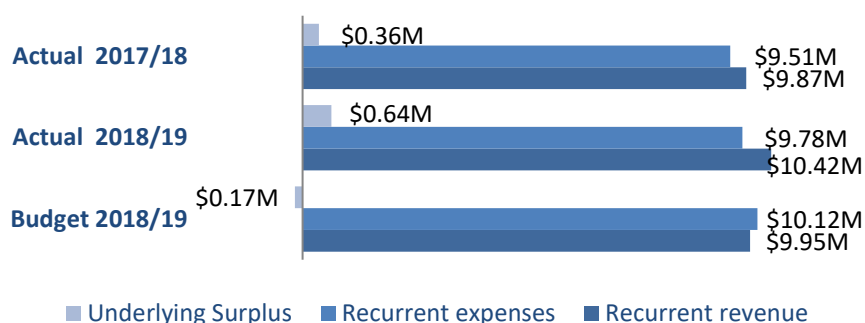


## FINANCIAL RESULT COMPARED TO BUDGET



Council's underlying operating surplus was \$637,000

## UNDERLYING RESULT



The calculation of Council's underlying result is shown at note 10.5 to the Financial Report



## CAPITAL BUDGET VARIANCES EXPLANATION

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### Total Capital Expenditure

**\$225 k**

less  
than  
budget



**\$-18 k** ↓ Roads & footpaths

\$18,000 unfavourable budget variance

**\$14 k** ↓ Bridges

\$14,000 favourable budget variance

**\$-86 k** ↓ Buildings

\$86,000 unfavourable budget variance mainly relates to Sheffield Recreation Ground change-rooms redevelopment

**\$306 k** ↓ Land Improvements

\$306,000 favourable budget variance mainly relates to Mountain Bike Trails Stage 1 – Latrobe portion of trails

## MAJOR CAPITAL EXPENDITURE

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<b>\$755 k</b>	Sheffield Recreation Ground Change-Room Redevelopment
<b>\$631 k</b>	Road Surface Renewal
<b>\$440 k</b>	Road Reconstruction
<b>\$424 k</b>	Wild Mersey Mountain Bike – Kentish Trails
<b>\$354 k</b>	IT Software Systems Renewal
<b>\$252 k</b>	Goliath Park Toilets Upgrade

### Comparison of Income Statement to Original Budget

	Original Budget 2018/19 (\$,000)	Actual 2018/19 (\$,000)	\$ Variance (\$,000)	% Variance	Comments
<b>Revenue</b>					
Rates and charges	5,286	5,256	-30	-1%	Minor unfavourable budget variance
Statutory fees and fines	277	304	27	10%	Minor favourable budget variance
User fees	101	238	137	136%	Favourable budget variance mainly due to unbudgeted user fees relating to the use of Council buildings and facilities
Grants - Operating	2,798	2,715	-83	-3%	Unfavourable budget variance due to reduced Commonwealth Financial Assistance Grants for roads
Interest	190	258	68	36%	Favourable budget variance mainly due to higher average cash balances than originally budgeted
Other income	1,129	1,318	189	17%	Favourable budget variance due to higher resource-sharing reimbursements from Latrobe Council than budgeted
Investment revenue from Water Corporation	86	88	2	2%	Minor favourable budget variance
Share of net profits/(losses) of associates	80	235	155	194%	Favourable budget variance due to conservative budgeting and higher than budgeted share of profit of Dulverton Waste Management Authority.
Grants specifically for new or upgraded assets	489	318	-171	-35%	Unfavourable budget variance due to allocation of \$268,000 of grants relating to Wild Mersey MTB tracks in Latrobe to Latrobe Council offset by re-allocation of grants for new assets budgeted as renewals.
Grants for renewal of assets	588	489	-99	-17%	Unfavourable budget variance due to re-allocation of grants for new assets budgeted as renewals.
<b>Total Revenue</b>	<b>11,024</b>	<b>11,219</b>	<b>195</b>	<b>2%</b>	<b>Overall favourable variance</b>



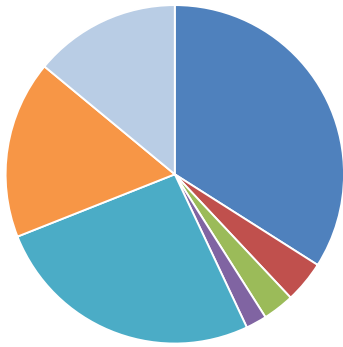
## Comparison of Income Statement to Original Budget Continued

	Original Budget 2018/19 (\$,000)	Actual 2018/19 (\$,000)	\$ Variance (\$,000)	% Variance	Comments
<b>Expenses</b>					
Employee Costs	3,244	3,273	-29	-1%	Minor unfavourable budget variance
Materials and Services	3,233	3,205	28	1%	Minor favourable budget variance
Depreciation and Amortisation	2,836	2,543	293	10%	Favourable budget variance due to conservative budgeting
Finance Costs	79	21	58	74%	Favourable budget variance - interest accrual journal needed
Other Expenses	724	672	52	7%	Minor unfavourable budget variance mainly due to internal on-cost allocation variances.
<b>Net Loss on Disposal of property, infrastructure and plant</b>	<b>0</b>	<b>68</b>	<b>-68</b>	n/a	<b>Unbudgeted write off/disposals in Roads and Plant during year.</b>
<b>Total Expenses</b>	<b>10,116</b>	<b>9,782</b>	<b>334</b>	<b>3%</b>	<b>Overall favourable variance</b>
<b>Net Surplus / (Deficit)</b>	<b>908</b>	<b>1,437</b>	<b>529</b>	<b>58%</b>	<b>Overall favourable variance</b>

## Comparison of Capital Expenditure to Budget

Capital Works Areas	Original Budget (\$,000)	Adjustment to Carry Forward (\$,000)	Q1 Budget Review (\$,000)	Other Budget Revisions (\$,000)	Adjusted Budget (\$,000)	2019 Capital Expenditure (\$,000)	Carry Forward to 2019/20 (\$,000)	Budget Variance (\$,000)
Roads & Streets	4,102	0	0	121	4,223	1,340	2,889	-6
Bridges	163	0	0	0	163	149	0	14
Footpaths and Walking Tracks	73	93	0	0	166	128	50	-12
Stormwater	53	135	0	0	188	77	103	8
Land & Buildings	1,078	29	0	102	1,209	1,059	236	-86
Land Improvements	1,208	49	20	0	1,277	690	281	306
Plant, Equipment and Other	737	82	8	0	826	571	255	1
<b>Total Capital Works</b>	<b>7,414</b>	<b>388</b>	<b>28</b>	<b>223</b>	<b>8,052</b>	<b>4,014</b>	<b>3,814</b>	<b>225</b>
<b>Represented by:</b>								
Asset Renewal	2,699	111	0	55	2,864	1,628	1,205	33
New / Upgraded Assets	4,716	111	28	168	5,188	2,386	2,610	192
<b>Total Capital Works</b>	<b>7,415</b>	<b>222</b>	<b>28</b>	<b>223</b>	<b>8,052</b>	<b>4,014</b>	<b>3,815</b>	<b>225</b>

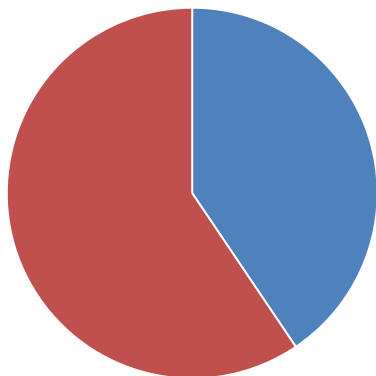
### Capital Expenditure by Asset Type 2018/19



- Roads & Streets (34%)
- Bridges (4%)
- Footpaths & Walking Tracks (3%)
- Stormwater (<2%)
- Buildings (26%)
- Land & Land Improvements (17%)
- Plant, Equipment & Other (14%)

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

### Capital Expenditure – New and Existing Infrastructure



- Existing infrastructure (renewal) (41%)
- New and upgraded infrastructure (59%)



## Management Indicators

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

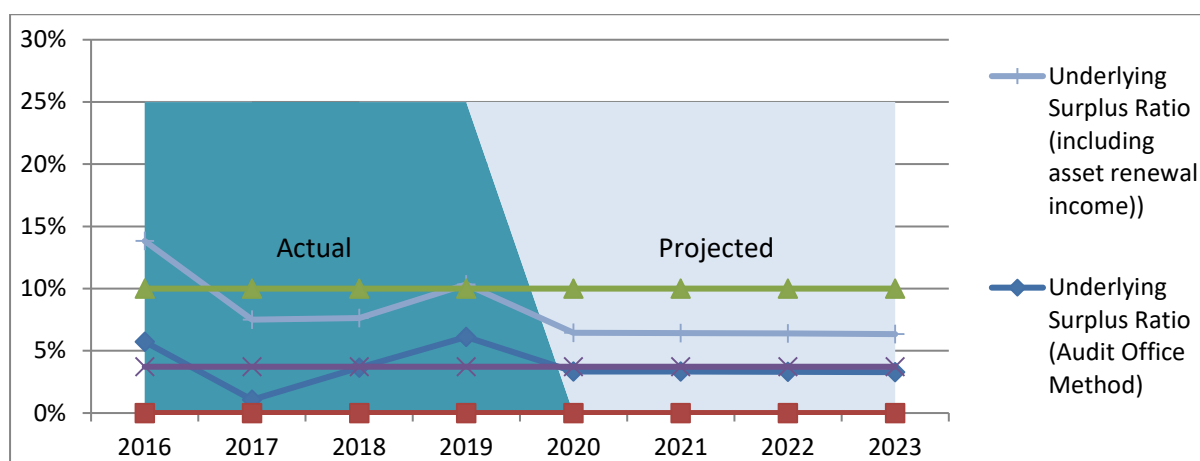
The following graphs and commentary show Council's performance against these indicators over the past four years and projected results over the next four years compared to suggested benchmark results.

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

### Underlying Surplus Ratio

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

	2016	2017	2018	2019	2020	2021	2022	2023	Average
Underlying Surplus Ratio (Audit Office Method)	5.7%	1.1%	3.6%	6.1%	3.3%	3.3%	3.3%	3.3%	3.7%
Underlying Surplus Ratio (including asset renewal income))	13.8%	7.5%	7.6%	10.3%	6.4%	6.4%	6.4%	6.3%	8.1%
To assess sustainability									
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Underlying Surplus (excluding income to fund new or upgraded assets)	546	100	359	637	331	331	331	329	370
Recurrent Income	9,547	9,407	9,872	10,419	9,932	9,947	9,998	10,050	9,897
Grants for renewal of assets	898	654	428	489	331	331	331	329	474



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.

### Net Financial Assets/(Liabilities) Ratio

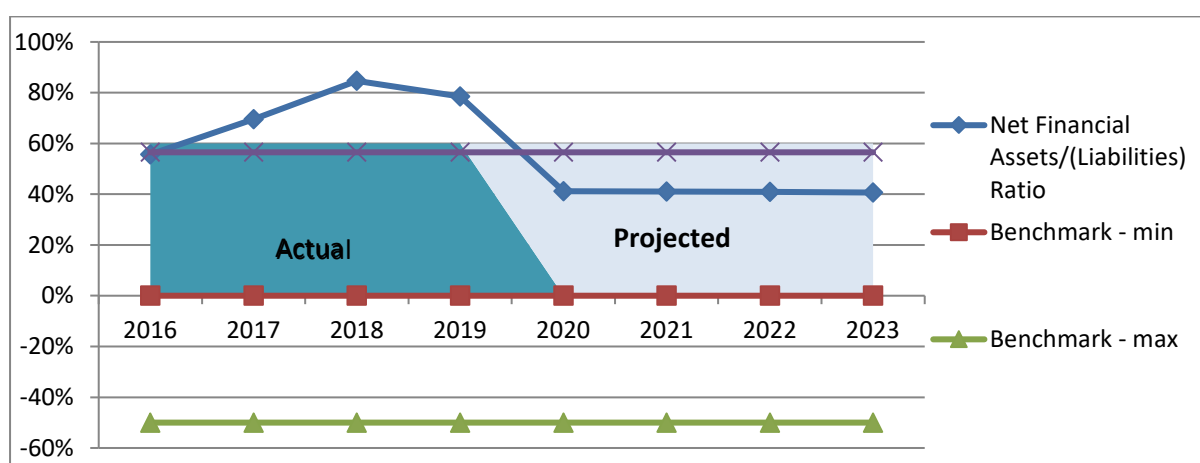
This ratio indicates Council's capacity to meet its financial obligations from its operating activities. Council's trend of maintaining positive ratios indicates that it has no net debt and that its ability to sustain additional debt is significant.

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.

	2016	2017	2018	2019	2020	2021	2022	2023	Average
Net Financial Assets/(Liabilities) Ratio	55.7%	69.5%	84.6%	78.5%	41.1%	41.1%	40.9%	40.7%	56.5%

To assess the level of debt held by Council

	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net Financial Assets/(Liabilities)	5,320	6,542	8,356	8,176	4,086	4,086	4,086	4,086	5,592
Recurrent Income	9,547	9,407	9,872	10,419	9,932	9,947	9,998	10,050	9,897



### Asset Sustainability Ratio

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

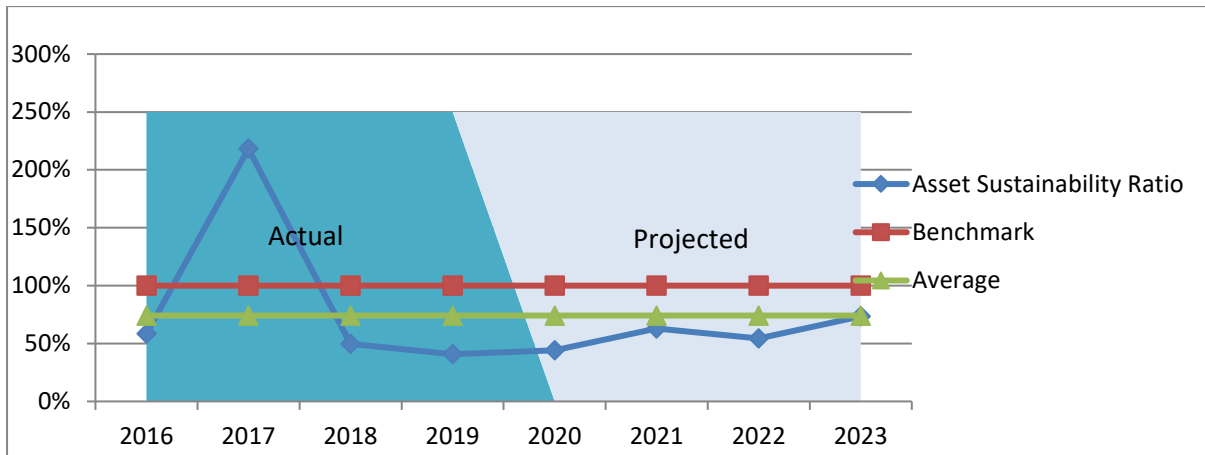
This ratio measures whether assets are being replaced at the rate they are wearing out. Council's projected average ratio of 85% for the 8 years ending in 2021 is slightly below the benchmark, however Council aims to match its asset renewal expenditure with actual asset renewal demand as identified by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

	2016	2017	2018	2019	2020	2021	2022	2023	Average
Asset Sustainability Ratio	59%	218%	50%	41%	44%	63%	54%	73%	74%

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	1,580	5,611	1,266	1,036	1,282	1,836	1,612	2,184	2,051
Depreciation Expense	2,700	2,571	2,546	2,543	2,911	2,911	2,968	2,974	2,766

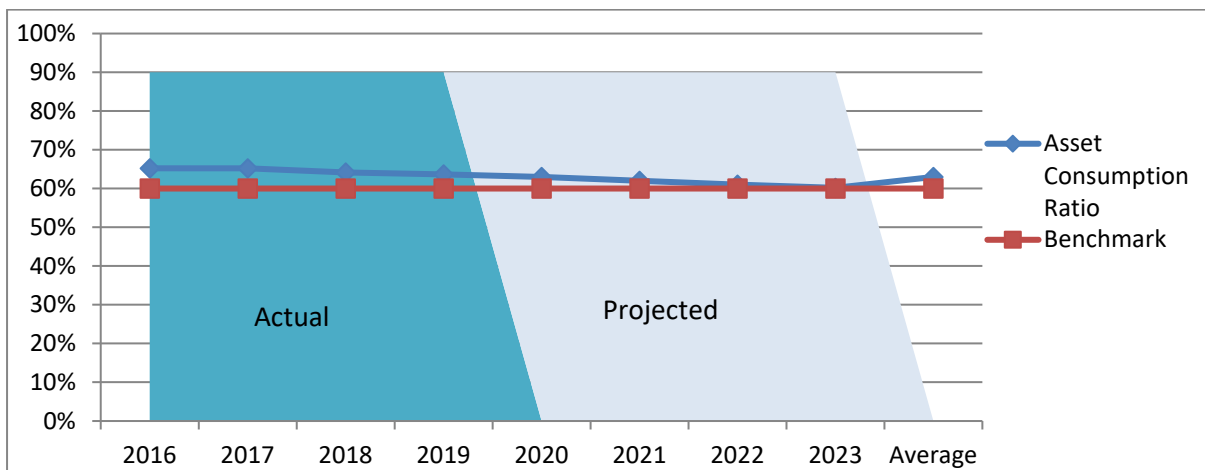




### Asset Consumption Ratio

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

	2016	2017	2018	2019	2020	2021	2022	2023	Average
Asset Consumption Ratio	65%	65%	64%	64%	63%	62%	61%	60%	63%
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	98,108	104,172	105,692	108,051	106,967	106,713	106,199	106,382	105,286
Current replacement cost of assets	150,511	159,736	164,670	169,824	169,882	172,113	174,090	176,769	167,199

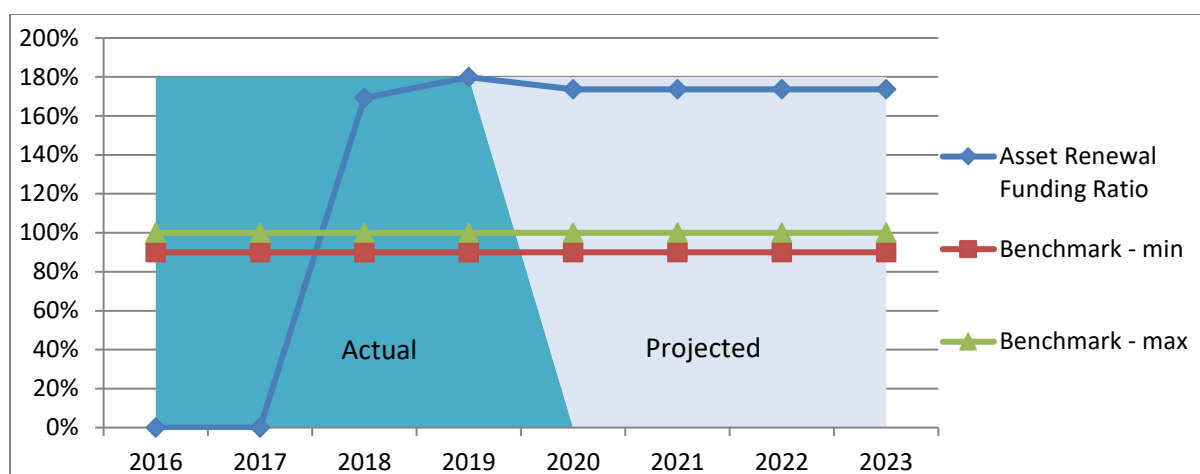


### Asset Renewal Funding Ratio

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 2018/19 as will the links between the Asset Management Plans, Capital Works Program and Long-Term Financial Plan.

	2016	2017	2018	2019	2020	2021	2022	2023	Average
Asset Renewal Funding Ratio	n/a	n/a	169%	180%	174%	174%	174%	174%	n/a
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	14,333	18,994	19,365	17,274	17,274	17,274	17,274	n/a
Net Present Value (NPV) of ten year projected capital renewal expenditure demand	n/a	12,135	11,222	10,764	9,944	9,944	9,944	9,944	n/a





# Our Performance

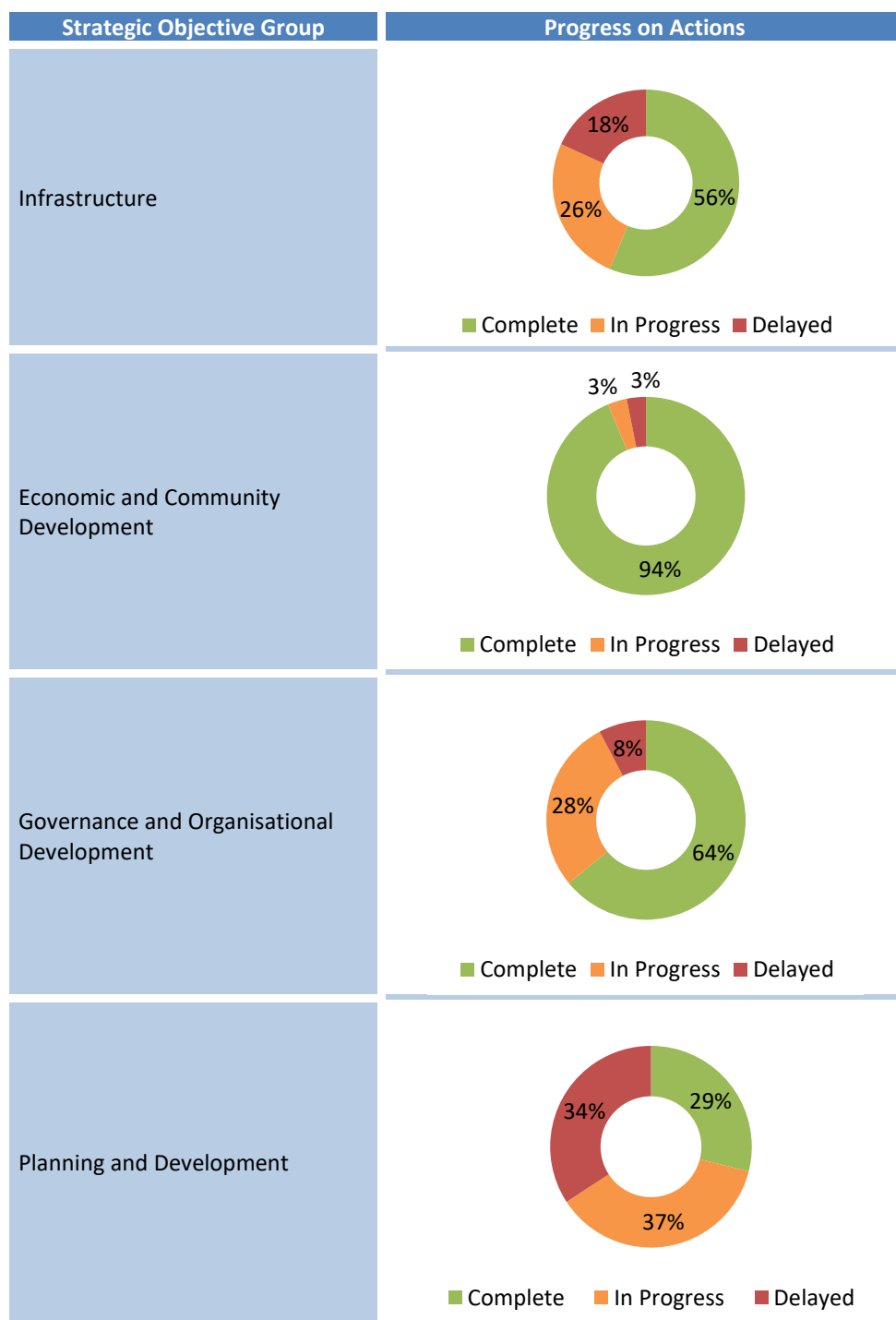




## Overview of Performance

The table below provides an ‘at a glance’ overview of Council’s performance against the 2018/19 Annual Plan.

Council’s 2018/19 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 chart below.





# STRATEGIC OBJECTIVE # 1

## INFRASTRUCTURE

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

### ABOUT THIS OBJECTIVE:

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

### OUR SCORECARD:

The scorecard outlines the number of actions identified for the year and the status of these actions at 30 June 2018.


Total Actions	Complete	In Progress	Delayed
55	31	14	10

## 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

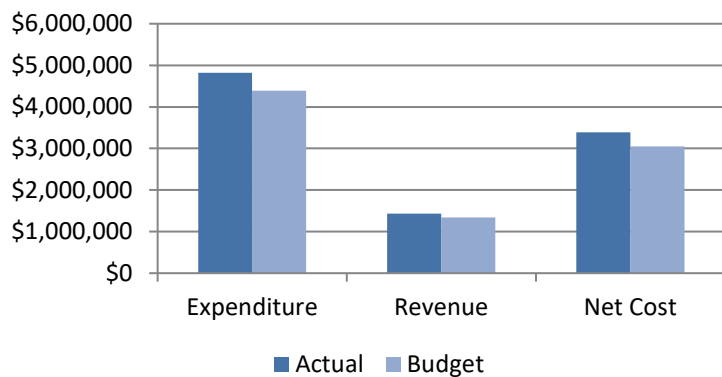
Key:  Completed  In Progress  Delayed

2018/19 Annual Plan Actions	Status
Further integrate the sharing of equipment and other resources into the normal operating practices of the Kentish and Latrobe workforce.	
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.	
Work with the Department of State Growth to address safety concerns at the intersection of Main Street and Spring Street in Sheffield.	
Continue to progress a solution regarding road access to Lorinna.	
Rectify approximately 900 metres of undulation on Nook Road in the vicinity of the creek crossing towards the intersection with West Nook Road.	
Extend partially-indented parking on the west side of High Street, Sheffield as proposed in the 'Sheffield Refresh' Report.	
Install local area traffic management measures in Roland Court, Sheffield.	
Construct a new section of unsealed track along Victoria Street.	
Complete annual sealed road re-seal and annual unsealed road re-sheeting programs.	
Renew the Gowrie Creek Bridge on O'Neills Road, Gowrie Park.	
Construct a footpath south on Claude Road (formerly Spring Street) to provide improved pedestrian access to the growing industrial area.	
Extend footpath connection by 92 metres in Albert Street, Sheffield.	
Construct two disabled parking bays at Railton Bowls Club.	
Install additional barrier rail on Cradle Mountain Road south of Wilmot.	
Stabilise creek alignment and locally reconstruct Lower Beulah Road, Lower Beulah approximately 1km from Bridle Track intersection.	
Construct a retaining structure to lower side of Staverton Road, Staverton.	
Construct Stage 1 of the Wilmot Streetscape Project.	
Review, rationalize and replace plant across the Kentish and Latrobe Council as required.	
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.	
Continue the Kentish and Latrobe Community Road Safety Committee.	
Review speed limits throughout the towns and villages as requested.	
Encourage landowners to maintain nature strips with assistance for elderly/disabled persons.	
Investigate the feasibility of Community Groups being able to maintain Council owned assets.	



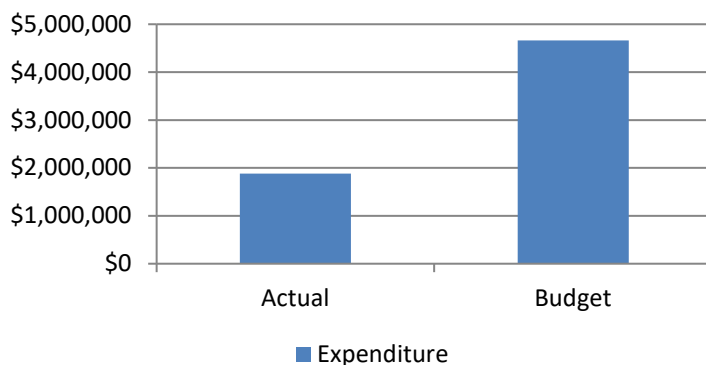
## Performance against Budget

### Road Network Management – Operating Budget



Operating expenditure exceeded budget mainly due to a change in the method used to allocate internal overhead costs to provide a better reflection of the full cost of the service provided.

### Road Network Management – Capital Expenditure



Actual capital expenditure was lower than budget due mainly to the deferral of the Lorinna Road access and Sheffield eastern town entry streetscape projects to 2019/2020.

## Key Challenges

- One of the key challenges is the timeframes to adequately design and deliver projects in an acceptable period of time. This is evident on larger projects that require external design and construction through a tender process. As the resource sharing arrangements develop there will be increased capacity to undertake this work internally.

## Plans for the next 12 months

- Renew road seal, footpath and kerb and channel in Main Street, Sheffield from Henry Street to Spring Street including enhancements as identified in the Sheffield Township Enhancement Study (\$1.16M).
- Continue to progress a solution regarding road access to Lorinna (\$1.74M).
- Construct stage one of the Wilmot Streetscape Project (\$335,000).

## Objective 1.2 Stormwater

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

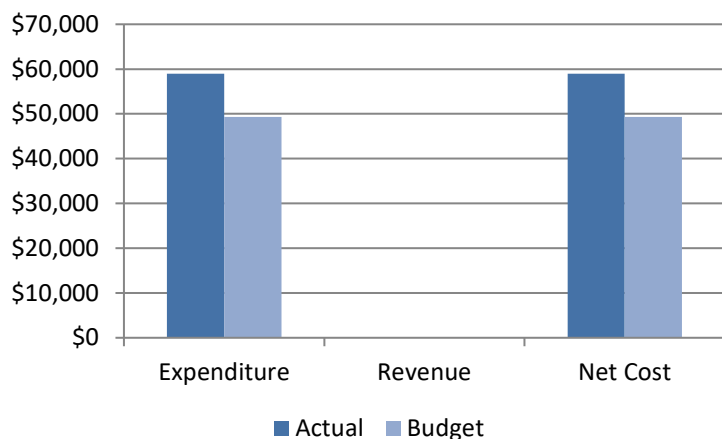
### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✗ Delayed

2018/19 Annual Plan Actions	Status
Continue to engage the State and Commonwealth Governments regarding funding for flood mitigation measures in Railton as identified by the Review of Railton Flood Mitigation Options Report completed by SEMF Consultants in June 2014.	↑
Construct pipeline to drain from Main Street, Sheffield to Dodder Rivulet.	✓
Progress the improvement plan of the asset management plan for stormwater.	↑
Review stormwater asset management plan.	↑
Upgrade and extend the Sheffield and Railton stormwater reticulation systems in consultation with TasWater and agreed priorities.	↑
Develop a policy to improve the open drains and creeks in the Kentish municipality as opportunities present.	✗
Develop a flood action plan for Railton.	↑

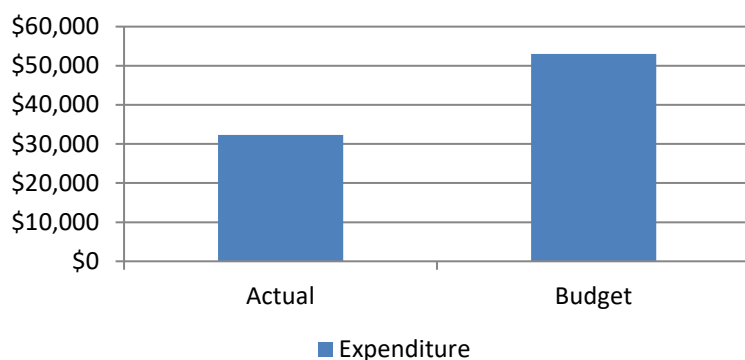
### Performance against Budget

#### Stormwater Infrastructure Management – Operating Budget



Operating expenditure exceeded budget mainly due to a change in the method used to allocate internal overhead costs to provide a better reflection of the full cost of the service provided.

#### Stormwater Infrastructure Management – Capital Expenditure



Actual capital expenditure was lower than original budget due mainly to expenditure for implementation of Railton Stormwater Study Recommendations carried forward to 2019/2020.

## Key Challenges

- The federal by-election allowed significant funds to be committed towards the Railton flood project. Council engaged Entura to undertake the preliminary design of a flood mitigation scheme to protect the town from a current year 0.5% AEP flood or a future 2085 1% flood event, whichever is the greater.

## Plans for the next 12 months

- Continue to engage the State and Commonwealth Governments regarding funding for flood mitigation measures in Railton. This includes pursuing delivery of commitments and promises made during the recent Federal Election campaign.
- Progress modelling, concept development and preliminary designs for Railton flood mitigation measures (\$225,000).
- Extend the stormwater system in Sheffield near the rear of the honey making shed in Main Street (\$80,000).

## 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

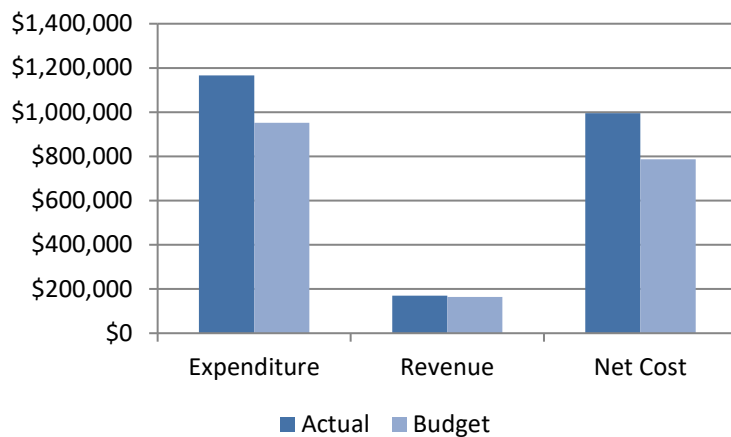
**Key:** ✓ Completed      ↑ In Progress      ✗ Delayed

2018/19 Annual Plan Actions	Status
Complete the extension of the change rooms at the Sheffield Recreation Ground.	✓
Complete replacement of Goliath Park Toilets.	✓
Construct Wild Mersey Mountain Bike Trail trailhead facilities at Sheffield Recreation Ground including toilets, showers and bike wash down.	✗
Refurbish the Kentish Visitor Information Centre.	✗
Develop a Master Plan for future use of the Kentish Senior Citizens Building, including an architectural design and concept plan and a one-way traffic trial for Pioneer Crescent, Sheffield.	↑
Update audio-visual equipment at Sheffield Town Hall.	✓
Upgrade existing heating at Wilmot Hall.	✓
Refresh toilets at the Railton Recreation Ground.	✓
Install glass entry doors at Railton Neighbourhood Centre.	✓
Progress the improvement plan of the asset management plan for building and community facilities.	↑
Review the buildings and community facilities asset management plan.	✗
Consider the feasibility of using solar energy and installing LED lights for Council buildings.	↑



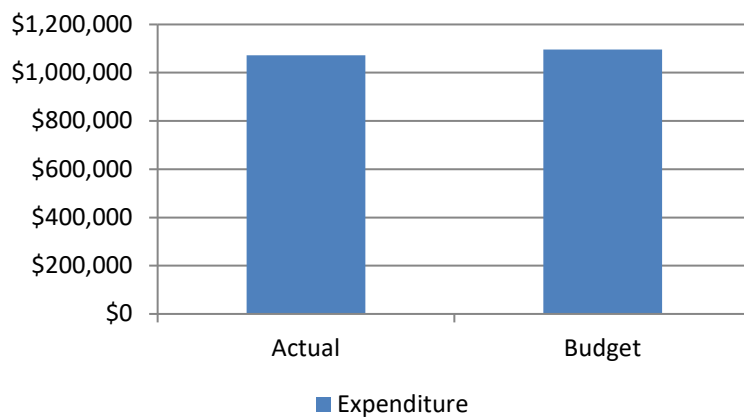
## Performance against Budget

### Building Management – Operating Budget



Operating expenditure exceeded budget mainly due to a change in the method used to allocate internal overhead costs to provide a better reflection of the full cost of the service provided.

### Building Management – Capital Expenditure



## Key Challenges

- Constructing and maintaining infrastructure to increasingly demanding standards whilst managing budget and manpower constraints has been challenging.

## Plans for the next 12 months

- Construct Wild Mersey Mountain Bike Trailhead facilities at the Sheffield Recreation Ground including toilets, showers and bike wash down facilities (\$260,000).
- Replace the roof and gutters at the Sheffield Child Care Centre building (\$25,000).
- Install floorcoverings at the Railton Cricket Clubrooms (\$6,000).

## Objective 1.4 Parks and Reserves

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

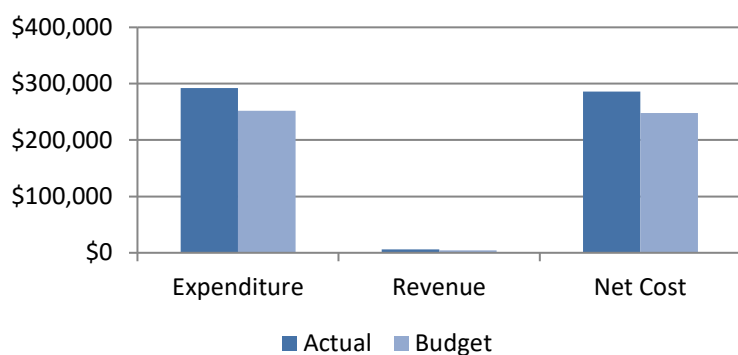
### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✗ Delayed

2018/19 Annual Plan Actions	Status
Construct Stage 1 of the Kentish component of the Wild Mersey Mountain Bike Trails.	✓
Improve the amenity of the Sheffield town entrances as proposed in the Sheffield Refresh Report including trees, seats, tourism signage and town entry signage.	✗
Develop themed town entries at Wilmot.	✗
Install directional signage to delineate launch/retrieval preparation parking only areas at Kentish Park and provide specific car-with-trailer parking.	✗
Provide a new day use area and upgrade informal walking tracks at Kentish Park.	✗
Implement agreed priority recommendations of the Kentish Park Master Plan.	✓
Implement agreed priority recommendations of the Sheffield Recreation Ground Precinct Master Plan.	✓
Implement agreed priority recommendations of the Lake Barrington Park (Wilmot) Master Plan.	✓
Implement agreed priority recommendations of the Goliath Park Master Plan.	✓
Prepare a maintenance and improvement plan for each of the four cemeteries.	✓

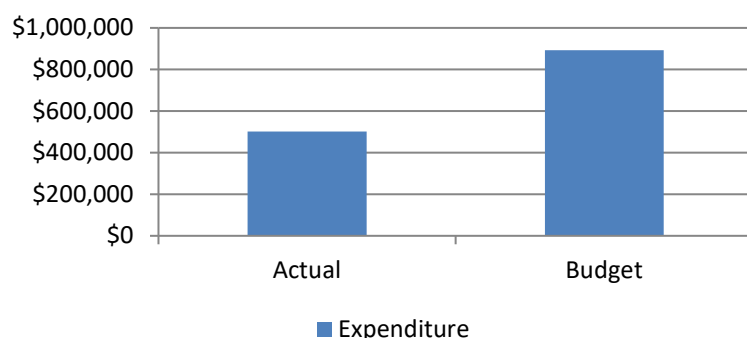
### Performance against Budget

#### Parks and Reserves – Operating Budget



Operating expenditure exceeded budget mainly due to a change in the method used to allocate internal overhead costs to provide a better reflection of the full cost of the service provided.

#### Parks and Reserves – Capital Expenditure



Capital expenditure was less than budget mainly due to \$340,000 originally budgeted for Wild Mersey MTB trail costs relating to trails in the Latrobe municipality

## Key Challenges

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- Improvement of the Sheffield town entrances was delayed until after the completion of the Hopes Mill Corner Concept Plan.
- Directional signage to delineate launch/retrieval preparation parking only areas at Kentish Park and provide specific car-with-trailer parking was delayed until the completion of the car parking areas. This will now occur in 2019/20.

## Plans for the next 12 months

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- Commence the Kentish section of Stage 2 of the Wild Mersey Mountain Bike Trails (\$350,000).
- Redevelop Hopes Mill Corner (\$95,000).
- Develop themed town entries at Wilmot (\$10,000).



## STRATEGIC OBJECTIVE # 2

## ECONOMIC & COMMUNITY DEVELOPMENT

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

### ABOUT THIS OBJECTIVE:

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

### OUR SCORECARD:

The scorecard outlines the number of actions identified for the year and the status of these actions at 30 June 2019.

Total Actions	Complete	In Progress	Delayed
32	30	1	1



## Objective 2.1 Business Development

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

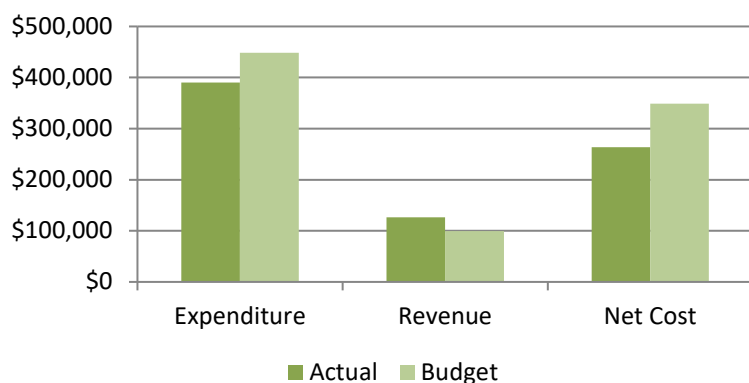
### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✗ Delayed

2018/19 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.	✓
Consider options to encourage economic growth to the area ('can do' approach for development).	✓

### Performance against Budget

#### Economic Development – Operating Budget



### Key Challenges

- Increasing calls on the public purse for grants and the growing need to fund projects on at least a one for one basis has resulted in less funding opportunities for some, together with the reduced chances of achieving a grant. This is expected to continue to grow.

### Plans for the next 12 months

- Advance individual actions identified in the Economic Development Strategy 2015-20.
- Contribute senior staff resources to work with similar resources from other councils and the Cradle Coast Authority to implement the Regional Futures Plan 2019-2022.

## Objective 2.2 Tourism

To promote, develop and support tourism.

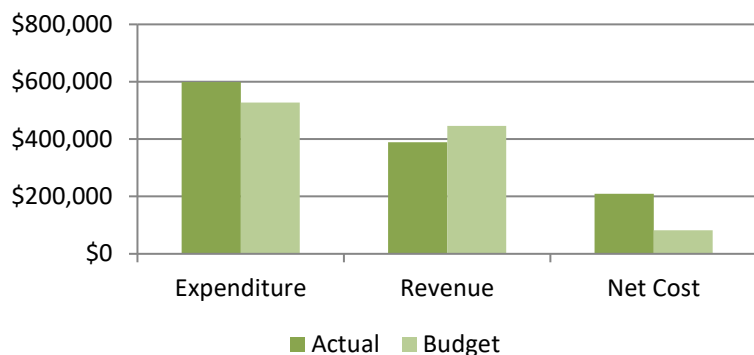
### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✘ Delayed

2018/19 Annual Plan Actions	Status
Purchase land to enable expansion of the Redwater Creek Railway site in Sheffield as proposed in the 'Sheffield Refresh' Report.	✓
Work with the Latrobe Council to develop a website and marketing plan for Wild Mersey Mountain Bike Trails.	✓
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.	✓
Investigate developing a Kentish Art Strategy that will be the blueprint for the development and diversification of the Kentish art experience to position it as a must-see tourism experience in Tasmania.	✓
Work with Kentish tourism operators and organisations, plus state and regional tourism stakeholders, to develop a diverse and robust tourism industry (based on the five pillars of art, wilderness, food, history and adventure) through product development, industry development, marketing and lobbying.	✓
Continue to lobby for State and Federal financial assistance for the final stage of the Wild Mersey Mountain Bike Trails in Kentish.	✓
Contribute towards Kimberley Trail and Bell Mountain Trail upgrades.	✘
Actively engage with the Cradle Coast Authority Regional Tourism Organisation.	✓
Work in partnership with business operators and local tourism related groups to increase viability of Visitor Information Services.	✓
Support projects that improve the attraction of towns and villages (landscaping, signage etc).	✓
Actively promote Kentish as a visitor destination.	✓
Connect local businesses to relevant information, product development and funding opportunities.	✓

### Performance against Budget

#### Visitor Information Centre – Operating Budget





## Key Challenges

- The resignation of the Cradle Coast Authority from the coordination of tourism promotion for the North West and West Coast, and the subsequent wait for a new Regional Tourism Organisation to be appointed, caused coordination problems and potentially resulted in missed opportunities for promotion of the North West as a whole.
- Central Coast's resignation from the Cradle Country Marketing Group at the end of the financial year means a review of the marketing plan will be needed due to the shortfall in funds.

## Plans for the next 12 months

- Purchase land to enable expansion of the Redwater Creek Railway site in Sheffield as proposed in the Sheffield Refresh report (\$312,000).
- Lobby for state and federal financial assistance for a raised pedestrian causeway at the Wild Mersey Mountain Bike Trails in Kentish.
- Work with the Cradle Coast Authority Regional Tourism Organisation to ensure effective visitor information services are provided to visitors to the region.

## 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

2018/19 Annual Plan Actions	Status
Continue to assist the development and promotion of various local community events.	✓
Continue to support Mural Fest and Kentish Arts Events.	✓
Assist Kentish events to procure State and Federal Government funding.	✓
Work with relevant groups to increase awareness of local arts, history and culture.	✓
Maintain, foster, promote and continue to improve a calendar of events that encourages community involvement and increased visitor numbers.	✓
Support the Public Arts Committee Kentish (PACK) to approve or decline public art works in-line with relevant policy.	✓

## Key Challenges

- The demise of the proposed new festival for winter, Fire and Ice, was a disappointment and considerable time was taken up in an effort to find person/s willing to take over the organisation and planning of the ambitious project.

## Plans for the next 12 months

- Continue to assist the development and promotion of various local community events (\$10,000).
- Continue to support Mural Fest and Kentish Arts Festival Events (\$12,000).
- Assist Kentish events to procure State and Federal Government funding.

## Objective 2.4 Community Facilities/Services

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

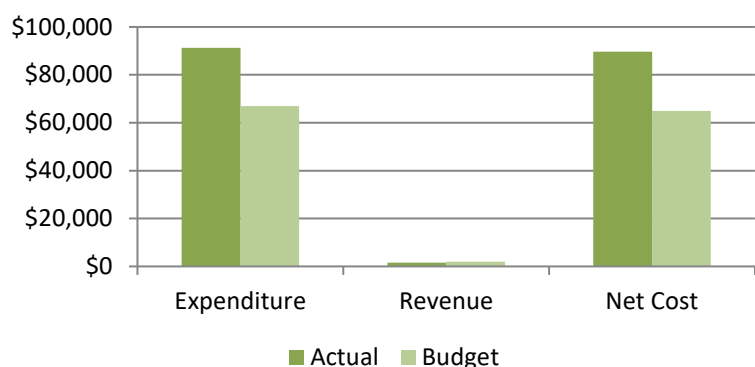
### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✗ Delayed

2018/19 Annual Plan Actions	Status
Continue to improve walkways and bikeways within the Council area.	✓
Encourage community management of local cemeteries.	↑
Support the Wilmot Museum.	✓
Encourage volunteers through the recognition and celebration of their valuable contribution.	✓

### Performance against Budget

#### Youth Services – Operating Budget



Operating expenditure exceeded budget mainly due to community development and community participation costs being allocated to this cost centre in addition to the youth services costs budgeted.

### Key Challenges

- Maintaining a steady base of community volunteers to assist with the running of Council owned facilities was challenging. Volunteers move on from organisations for various reasons and the need to balance this with continuity of access to facilities and services is key.

### Plans for the next 12 months

- Continue to improve walkways and bikeways within the Council area.
- Support the Wilmot Museum.
- Encourage volunteers through the recognition and celebration of their valuable contribution.

## STRATEGIC OBJECTIVE # 3

### GOVERNANCE AND ORGANISATIONAL DEVELOPMENT

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

#### ABOUT THIS OBJECTIVE:

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

#### OUR SCORECARD:

The scorecard outlines the number of actions identified for the year and the status of these actions at 30 June 2018.

Total Actions	Complete	In Progress	Delayed
39	25	11	3



## 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.

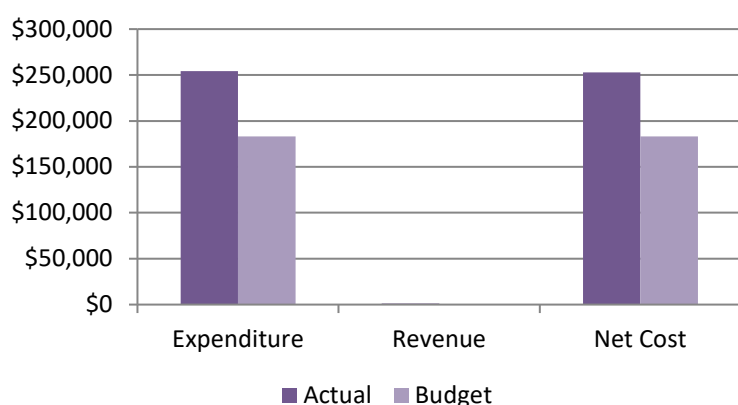
### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✗ Delayed

2018/19 Annual Plan Actions	Status
Participate in discussions with Latrobe Council, Devonport City Council, Central Coast Council and the Devonport Chamber of Commerce to support the attraction of a low-cost airline to the Devonport Airport.	✓
Work with the Federal Government and communications providers to attract funding under the Commonwealth Government's Mobile Black Spot Program.	↑
Engage with State, Regional and Local Government bodies.	✓
Develop and implement the Emergency Management Plan (includes Community Safety Plan).	✓
Support the retention and upgrading and increased flights to Devonport Airport.	✓
Support the rollout of the National Broadband Network to the Council area and improved phone and television coverage in rural areas.	✓
Advocate and promote the provision of a range of high quality education and life-long learning opportunities in the municipality including at Railton and Wilmot.	✓
Prepare and submit a list of Council and community projects to political parties as part of Federal and State Government election campaigns.	✓
Seek to expand the range of medical and family services available within the municipality.	✓
Hold regular meetings with major service providers within the Kentish area (health, police, schools, clubs etc).	✓

### Performance against Budget

#### Elected Members – Operating Budget



Operating expenditure exceeded budget mainly due to a change in the method used to allocate internal overhead costs to provide a better reflection of the full cost of the service provided.

#### Key Challenges

- The relatively short-term nature of Government funding for community and health services such as those provided by Kentish House and Rural Health Tasmania makes it difficult for these organisations to confidently plan and deliver services over the longer term.

#### 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.

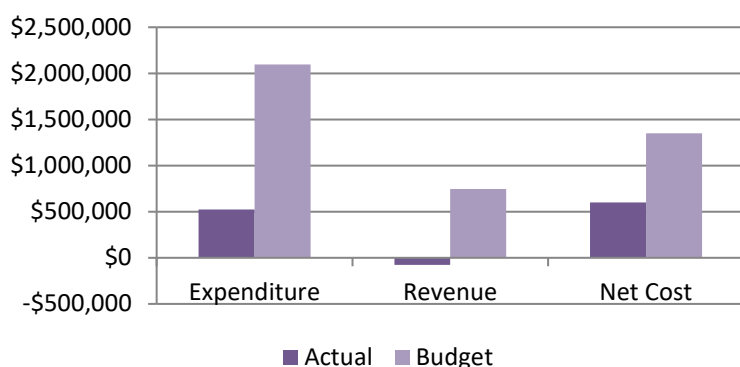
### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✗ Delayed

2018/19 Annual Plan Actions	Status
Continue to participate with North-West Councils in a detailed study of the potential opportunities for shared services between the councils.	✓
Expand and embed resource-sharing with Latrobe Council so that it underpins all of the service delivery activities of Council providing similar cost saving opportunities to amalgamation without compromising each Municipality's sense of place, individual community spirit and local voice.	✓
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 standard publications.	✓
Provide regular public forums within the Council area to obtain local input into decision making.	✓

### Performance against Budget

#### Executive Support – Operating Budget



Operating expenditure was much less than originally budgeted mainly because much of the costs originally budgeted to this cost centre is now allocated as internal overhead costs to the actual services provided to give a better reflection of the full cost of the service provided.

#### Plans for the next 12 months

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

## Objective 3.3 Financial Management

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

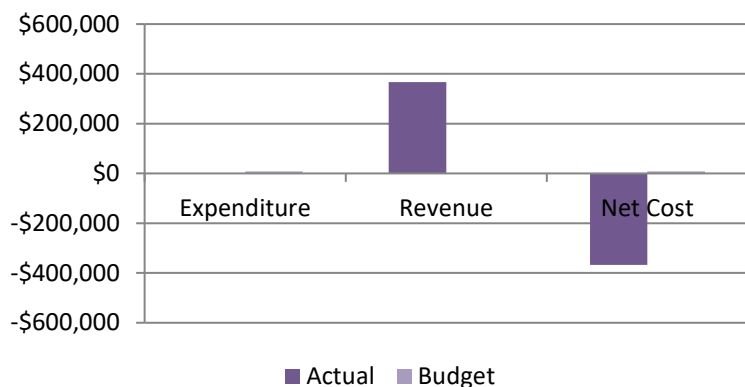
### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✗ Delayed

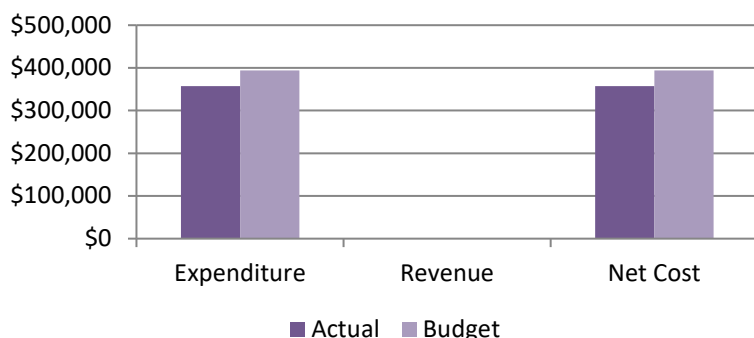
2018/19 Annual Plan Actions	Status
To achieve an underlying surplus over the medium to long-term.	✓
To maintain fair and equitable rating levels.	✓
Annually review financial strategy outlining how Council intends to meet the financial requirements of its Asset Management Plans and other strategic plans.	✗
Review the ten-year financial plan each year.	✗
Preserve and maintain an affordable level of service and Council viability through prudent financial management including additional income sources for Council.	✓
Align business processes across Kentish and Latrobe Councils so wherever possible there is a single way of doing things that is common across both Councils to allow the most efficient sharing of services and resources across the Councils.	↑
Implement common enterprise software with Latrobe Council.	↑
Replace PC printers and server in accordance with Council's Information Technology and Communications Strategy.	↑
Upgrade the Council website.	↑
Replace fleet vehicles.	↑

### Performance against Budget

#### Finance and Administration – Operating Budget



#### Finance and Administration – Capital Expenditure





## Key Challenges

- Implementation of common enterprise software with Latrobe Council has presented many challenges. Staff movement and resourcing issues both at the software provider and at the Councils contributed to delays in implementing the software and in some cases a reduction in the scope of the implementation to enable Council's "business as usual" services to continue to be delivered. An ongoing challenge for Council is to ensure a best practice implementation of the new software to maximise the benefits to Council and its customers.

## Plans for the next 12 months

- Continue to align business processes across Kentish and Latrobe Councils so wherever possible there is a single way of doing things that is common across both Councils to allow the most efficient sharing of services and resources across the Councils.
- Implement common enterprise software with Latrobe Council (\$376,000).
- Upgrade Council website (\$10,000).

## Objective 3.4 Employee Development

To develop skilled, experienced, motivated and accountable staff.

### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✘ Delayed

2018/19 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.	✓
Continue to develop and implement Council's workforce development and succession plans.	↑
Complete a leadership development program for senior management and team leaders.	↑

## Key Challenges

- Recruitment of staff for specialised positions has been difficult due to a small pool of qualified applicants and competition for the applicants from other organisations.

## Plans for the next 12 months

- Continue to develop and implement Council's workforce development and succession plans.
- Complete a leadership development program for senior management and team leaders.

## Objective 3.5 Risk Management

To be actively committed to risk management.

### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✗ Delayed

2018/19 Annual Plan Actions	Status
Maintain and improve Council's risk management systems and culture.	↑
Promote community awareness of risk management systems.	✗

### Key Challenges

- Significant changes in the organisational structure and the implementation of Council's new TechOne software have seen many challenges with delivery of some day-to-day services and other priority improvements within Council operations. Significant resources were allocated to the success of the restructure and new software. The short-term implementation stress encountered over the last 12 months will be realised and rewarded in future years with vast improvements in Council's ability to operate and manage through best practice risk management systems and reporting.

### Plans for the next 12 months

- Maintain and improve our risk management systems through implementation of the WHS module in Council's new TechOne software.
- Improve records management for processes identified in the WHS legislation.
- Promote community awareness of risk management systems.
- Review and update of Council's Corporate and Operational Risk Registers.



## STRATEGIC OBJECTIVE # 4

## PLANNING AND BUILDING

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

### ABOUT THIS OBJECTIVE:

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

### OUR SCORECARD:

The scorecard outlines the number of actions identified for the year and the status of these actions at 30 June 2018.

Total Actions	Complete	In Progress	Delayed
28	11	14	3



## Objective 4.1 Planning and Building Services

To effectively manage land use planning and building issues.

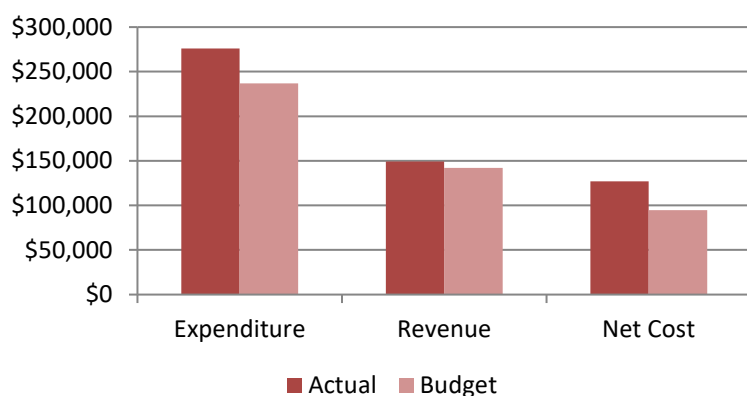
### Performance against Annual Plan

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

2018/19 Annual Plan Actions	Status
Develop Strategic Development Plans for key localities within Kentish.	
Finalise the local planning provisions for the Tasmanian Planning Scheme.	↑
To administer and update the Planning Scheme to manage development and land use.	↑
Enforce planning scheme and planning permit requirements.	↑
Meet Council's statutory building services.	↑
Maintain and protect important elements of natural, cultural and built heritage.	↑
Consider providing opportunities for rural lifestyle allotments.	↑
Undertake Strategic Planning Reviews for all towns and villages.	↑

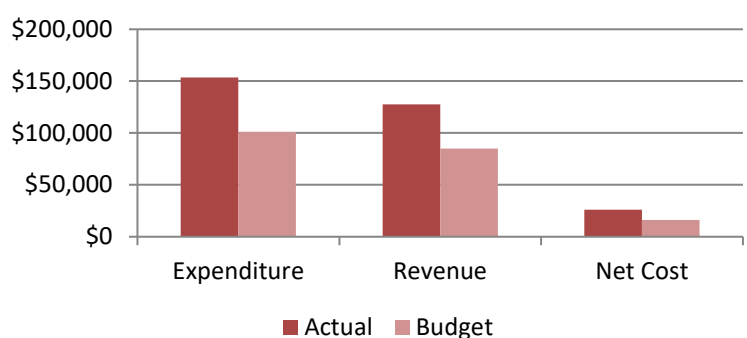
### Performance against Budget

#### Planning Services – Operating Budget



Operating expenditure exceeded budget mainly due to a change in the method used to allocate internal overhead costs to provide a better reflection of the full cost of the service provided.

#### Building Control – Operating Budget



Operating expenditure exceeded budget mainly due to a change in the method used to allocate internal overhead costs to provide a better reflection of the full cost of the service provided. In addition to the additional overhead allocation, wages allocated to building control were also higher than originally budgeted.

### Key Challenges

- Loss of staff from the planning team for an extended period of time created major challenges in meeting statutory timeframes.
- Increasing enforcement of non-compliance in relation to planning, building and plumbing functions.

### 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.

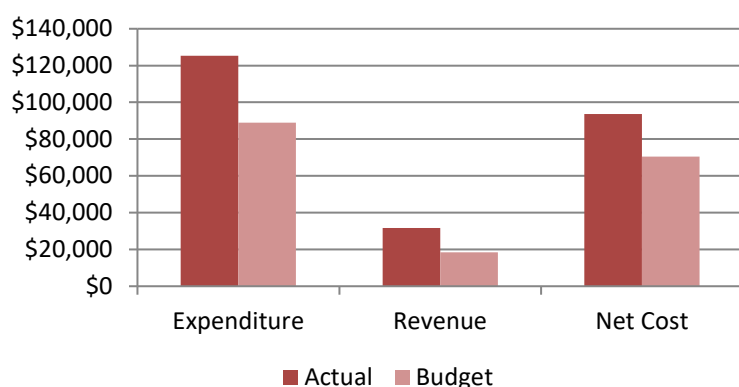
### Performance against Annual Plan

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

2018/19 Annual Plan Actions	Status
Prepare a Kentish Council Municipal Health Plan.	↑
Prepare a Kentish Council Municipal Health Report.	✗
Conduct inspection of food premises to ensure a high level of food safety.	↑
Undertake monitoring compliance, education and licensing to ensure public health and environmental standards are maintained.	↑
Undertake assessments of proposed on-site waste water disposal systems and monitor existing systems to ensure compliance with environmental standards.	✓
Continue recreational water sampling program during the summer period.	✓
Actively promote awareness of the 'no smoking' requirements in specific public places and assist private operators of public facilities to understand and comply with the legislation.	↑
Work in partnership with other service providers to meet the health and wellbeing needs of the Kentish Community.	✓
Co-ordinate Municipal Immunisations.	✓

### Performance against Budget

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



Operating expenditure exceeded budget mainly due to a change in the method used to allocate internal overhead costs to provide a better reflection of the full cost of the service provided.

### Key Challenges

- Awareness and education of the types of short-term food permits required for activities such as one-off events, markets and stalls.

### Plans for the next 12 months

- Conduct inspection of food premises to ensure a high level of food safety.
- Co-ordinate Municipal Immunisations.
- Undertake monitoring compliance, education and licensing to ensure public health and environmental standards are maintained.

## 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

2018/19 Annual Plan Actions	Status
Provide a cash contribution to support the activities of the Mount Roland Rivercare Group.	✓
Provide labour, plant and materials support to assist Mount Roland Rivercare Group.	✓
Utilise the Cradle Coast NRM strategy to identify and develop projects of greatest priority.	✓
Support and assist local NRM groups and the community to deliver approved projects.	✓
Review the Council's Weed Management Plan.	✗

### Key Challenges

- The balance between standard operations of Council and community expectations whilst retaining and protecting natural resource values is challenging. Through the resource sharing arrangement, suitably qualified staff are becoming available to progress involvement in coordinated activities with Mount Roland Rivercare.

### Plans for the next 12 months

- Provide a contribution to support the activities of the Mount Roland Rivercare Group (\$10,000).

## Objective 4.4 Waste Management

To provide responsible waste management services.

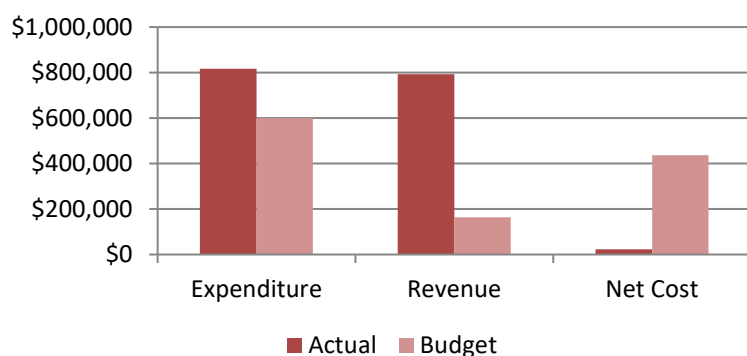
### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✗ Delayed

2018/19 Annual Plan Actions	Status
Review Waste Management services for the Municipality and implement strategy changes.	↑
Landscape and improve appearance of Council Transfer Stations.	↑
Consider introduction of a Food Organics Green Organics (FOGO) roadside collection service.	✗

### Performance against Budget

#### Waste Management – Operating Budget



Waste management revenue was higher than budget due to ongoing improved financial returns from Council's ownership interest in Dulverton Waste Management Authority. Operating expenditure exceeded budget mainly due to a change in the method used to allocate internal overhead costs to provide a better reflection of the full cost of the service provided. In addition, contractor costs exceeded the original budget.



## Key Challenges

- An emerging challenge is to manage Councils Waste Transfer Stations in a safe and efficient manner and to the sole benefit of ratepayers and tenants of the municipality.

## 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.

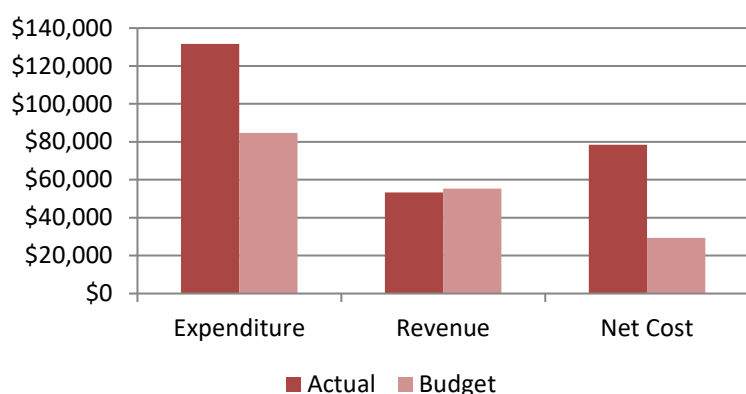
### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✘ Delayed

2018/19 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 when required.	✓

### Performance against Budget

#### Animal Control – Operating Budget



Operating expenditure exceeded budget mainly due to other regulatory services being allocated to this cost centre in addition to the animal control costs budgeted. Operating costs were also higher due to the change in the method used to allocate internal overhead costs to provide a better reflection of the full cost of the service provided.

## Key Challenges

- There has been a general increase in the number of enforcement appeals and court proceedings resulting in pressure on the functional area budget and higher workloads.

## Plans for the next 12 months

- Promote responsible dog ownership including compliance with the *Dog Control Act 2000* and Council's Dog Management Policy.

# 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 2018; on an all-in, all-out basis. Two new councillors were elected. The next elections will be held in October 2022.



## 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.

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
12	198	85	283

### 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 4<sup>th</sup> December 2018.

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

The following workshops were held between 18<sup>th</sup> February and 4<sup>th</sup> June 2019 to discuss the 2019-20 Budget:

18/02/2019	Municipal bus tour
05/03/2019	Budget Workshop – Capital Works Program
02/04/2019	Budget Workshop – Capital Works Program 2 <sup>nd</sup> draft and Operational Budget 1 <sup>st</sup> draft
07/05/2019	Budget Workshop – Operational Budget 2 <sup>nd</sup> draft
04/06/2019	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 23 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 55 - 57 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.

The Council's Audit Panel consisted of Mr Ben Coull as the independent Chairman, Cr Kate Haberle and Cr Steve Mawer.

The Audit Panel met four times during, and once since the end of the 2018/19 financial year, and work relevant to this annual report completed during that time included review of:

- Council's significant accounting policies including Council's response to changes to related party disclosure requirements
- Reports by Council's external Auditor
- Review of risk management policy and framework including business continuity planning, review of fraud and corruption control policies and review of Council's investment policy.
- Council's budget process including review of the 2019/20 Annual Planning and budget process
- Reporting on Councillors' expenses and pecuniary interests.

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

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

### Kentish/Latrobe Municipal Alliance Committee

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

- Mayor Tim Wilson (Kentish) – Deputy Mayor prior to November 2018
- Deputy Mayor Don Thwaites (Kentish) – Mayor prior to November 2018
- Cr Penny Lane (Kentish)
- Mayor Peter Freshney (Latrobe)
- Deputy Mayor Graeme Brown (Latrobe) – from November 2018
- Deputy Mayor Rick Rockliff (Latrobe) – prior to November 2018
- Cr Mike McLaren (Latrobe)
- General Manager, Gerald Monson

The Committee met three times during the 2018/19 financial year and made recommendations to the respective councils regarding:

- Appointment of a Project Manager on a 3 day per week contract to manage and implement the Wild Mersey Project
- The General Manager encouraged to apply for an extension of his contract of employment for an additional period to

be mutually agreed between the Councils and the General Manager

- The Councils purchase a knowledge base management software package (LivePro) to allow staff easy access to corporate knowledge and a decision matrix to assist to answer customer enquiries
- Investigate the opportunities and efficiencies of having a same size garbage bin used in parks and outdoor areas across both Councils (including a dual waste/recycling bin system)
- The logo for each council to be included jointly on stickers for plant and equipment, advertisements for positions vacant and business cards
- Installation of bike racks across both Council municipalities
- Both Councils move to an outsourced model to manage and operate their target state IT function
- Endorsement of a Draft ICT Strategic Plan 2019-2024
- Endorsement of a combined Latrobe and Kentish email signature for staff
- Identifying assets that may be suitable for upgrades as part of a rolling program of building security and access control upgrades
- A joint effort involving 3 Garden Clubs (Sheffield, Latrobe and Port Sorell), along with Council staff, be coordinated to participate in the Blooming Tasmania Flower and Garden Festival.

### 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 2019/20.

Title	Date
Dog Management Policy	17 Jul 18
Sheffield Strategic Plan 2018	16 Oct 18
Annual Report 2017/18	4 Dec 18
Code of Conduct	19 Mar 19
Transport Services Asset Management Plan 2019	18 Jun 19
Road Hierarchy	18 Jun 19

#### 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
- Infrastructure and Assets Manager
- Operations Manager
- Business Support Officer
- Customer and Business Services 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 2018, fully funds the asset renewal requirements of the asset management plans. Based on current levels of expenditure Council's Operations Manager has commenced a process to review the current levels of service across both the Latrobe and Kentish Councils to ensure the community and staff are presented with a consistent and accountable approach. Delivery of these services in the best and most efficient manner will then assist in determining the future resourcing priorities of the Operations Department.

### Risk Management

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

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

### Fraud and Corruption Initiatives

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

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

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

### Community Consultation

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

Council undertakes consultation through Special Committees, community surveys, submissions, public meetings and individual consultations. Opportunities for community consultation are promoted in the regular community publication, on Council's website and Facebook page, in local newspapers and by direct contact from Council.

Major community consultations undertaken in 2018-19 included:

- Twice yearly community forums in Sheffield, Wilmot, Railton, Acacia Hills/South Spreyton and surrounding areas. These community forums provide opportunity for residents and Council to pitch ideas and provide updates and feedback to one another;
- Consultation for a range of important plans and strategies including the Upgrade to Hopes Mill Corner, Sheffield Main Street Revitalisation and the Wilmot Streetscape Projects.

## Our Councillors



### Mayor Tim Wilson

Cr Wilson has served on Council since November 2007 and was elected as Mayor in October 2018.

Committee Membership: Barrington Hall Committee proxy, Sheffield Tree Committee, Cradle Coast Authority, Tas Water, Tandara Lodge Community Care Inc, Mt Roland Rivercare Catchment Inc, Wild Mersey Mountain Bike Trail Advisory Group, Mersey Emergency Management Group, Local Government Association of Tasmania, Municipal Alliance Committee, General Manager Review Committee, Economic Development Committee.

**M** 0438 912 280

**E** [mayorwilson@kentish.tas.gov.au](mailto:mayorwilson@kentish.tas.gov.au)



### Deputy Mayor Don Thwaites

Cr Thwaites has served on Council since July 2003 and was elected as Deputy Mayor in October 2018.

Committee Membership: Sheffield Recreation Ground Committee, Beulah Hall Committee, Working Art Space Sheffield proxy, Public Arts Committee proxy, Kentish Health Care Centre, Sheffield Tree Committee proxy, Sheffield Art Centre Committee, TasWater proxy, Dulverton Regional Waste Management Authority, Cradle Coast Authority Regional Waste, Mt Roland Rivercare Catchment Inc, Wild Mersey Mountain Bike Trail Advisory Group proxy, Mersey Emergency Management Group, Local Government Association of Tasmania proxy, Municipal Alliance Committee, General Manager Review Committee.

**T** 6491 1682

**M** 0458 343 059

**E** [crthwaites@kentish.tas.gov.au](mailto:crthwaites@kentish.tas.gov.au)



### Cr Kate Haberle

Cr Haberle has served on Council since October 2014.

Committee Membership: Sheffield Museum Committee, Economic Development Committee, Audit Panel, Grants Committee proxy, Kentish Health Care Centre Committee, Kentish/Latrobe Road Safety Group proxy, Tandara Lodge Community Care, General Manager Review Committee.

**T** 6491 1149

**M** 0439 911 649

**E** [crhaberle@kentish.tas.gov.au](mailto:crhaberle@kentish.tas.gov.au)



### **Cr Penny Lane**

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Cr Lane has served on Council since November 2007.

Committee Membership:  
Sheffield Recreation Ground  
Committee proxy, Beulah Hall  
Committee proxy, Claude Road  
Hall Committee proxy,  
Barrington Hall Committee,  
Wilmot Hall Committee proxy,  
Sheffield Museum Committee  
proxy, Grants Committee,  
Public Arts Committee,  
Cement Australia Community  
Liaison Group, Kentish/Latrobe  
Road Safety Group, Sheffield  
Inc, Kentish ACT, Wilmot  
Tourist & Progress Association,  
Municipal Alliance Committee.

**T 6492 3176**

**E [crlane@kentish.tas.gov.au](mailto:crlane@kentish.tas.gov.au)**



### **Cr Stephen Mawer**

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Cr Mawer was elected to Council in October 2018.

Committee Membership:  
Economic Development  
Committee, Lorinna Cemetery  
Committee, Audit Panel.

**T 0407 253 163**

**E [crmawer@kentish.tas.gov.au](mailto:crmawer@kentish.tas.gov.au)**



### **Cr Phillip Richards**

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Cr Richards has served on Council since October 2014.

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

**M 0448 431 047**

**E [crrichards@kentish.tas.gov.au](mailto:crrichards@kentish.tas.gov.au)**



### **Cr Linda Cassidy**

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Cr Cassidy has served on Council since October 2014.

Committee Membership:  
Railton Recreation Ground  
Committee proxy, Railton  
Community Facilities  
Committee, Economic  
Development Committee,  
Grants Committee, Railton  
Neighbourhood Centre  
Committee proxy, Sheffield Art  
Centre Committee proxy,  
Sheffield Inc.

**M** 0417 241 315

**E** [crcassidy@kentish.tas.gov.au](mailto:crcassidy@kentish.tas.gov.au)



### **Cr Rodney Blenkhorn**

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Cr Blenkhorn has served on Council since October 2014.

Committee Membership:  
Railton Recreation Ground  
Committee, Railton  
Community Facilities  
Committee proxy, Economic  
Development Committee,  
Railton Neighbourhood Centre  
Committee, Cement Australia  
Community Liaison Group.

**M** 0448 338 992

**E** [crblenkhorn@kentish.tas.gov.au](mailto:crblenkhorn@kentish.tas.gov.au)



### **Cr Nicole Meijer**

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Cr Meijer was elected to Council in October 2018.

Committee Membership:  
Claude Road Hall Committee,  
Sheffield Art Centre  
Committee, Wilmot Tourist  
and Progress Association.

**M** 0439 468 070

**E** [crmeijer@kentish.tas.gov.au](mailto:crmeijer@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. The following table shows allowances and expenses paid to Councillors.

Councillor	Allowances (\$)	Vehicles (\$)	Superannuation (\$)	Total Allowances (\$)	Expenses (\$)	Total Allowances and Expenses (\$)
Mayor Wilson	30,749	0	0	30,749	2,348	33,098
Deputy Mayor Thwaites	27,571	0	0	27,571	2,717	30,288
Cr Lane	10,551	0	0	10,551	1,841	12,392
Cr Haberle	10,551	0	0	10,551	1,281	11,832
Cr Cassidy	10,551	0	0	10,551	500	11,051
Cr Richards	10,551	0	0	10,551	1,192	11,742
Cr Blenkhorn	10,551	0	0	10,551	1,489	12,040
Cr Meijer	6,215	0	0	6,215	856	7,071
Cr Mawer	6,215	0	0	6,215	292	6,507
Cr Hughes	4,336	0	0	4,336	814	5,150
Cr Willock	4,336	0	0	4,336	4,802	9,137
<b>Total</b>	<b>132,175</b>	<b>0</b>	<b>0</b>	<b>132,175</b>	<b>18,132</b>	<b>150,307</b>

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

## Councillor Attendance at Meetings

Date	Meeting	Cr Wilson	Cr Thwaites	Cr Lane	Cr Willock	Cr Haberle	Cr Cassidy	Cr Richards	Cr Hughes	Cr Blenkhorn	Cr Meijer	Cr Mawer
14/07/2018	Ordinary	X	✓	✓	✓	✓	✓	✓	✓	✓		
21/08/2018	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓		
18/09/2018	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓		
16/10/2018	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓		
20/11/2018	Ordinary	✓	✓	✓		✓	✓	✓		✓	✓	✓
04/12/2018	Special	✓	✓	✓		✓	✓	✓		✓	✓	✓
04/12/2018	AGM	✓	✓	✓		✓	✓	✓		✓	✓	✓
18/12/2018	Ordinary	✓	✓	✓		✓	✓	✓		✓	✓	✓
22/01/2019	Ordinary	✓	✓	✓		✓	✓	✓		✓	✓	✓
19/02/2019	Ordinary	✓	✓	✓		✓	✓	✓		✓	✓	✓
19/03/2019	Ordinary	✓	✓	✓		✓	✓	✓		✓	✓	✓
16/04/2019	Ordinary	✓	X	✓		✓	✓	✓		✓	✓	✓
21/05/2019	Ordinary	✓	✓	✓		✓	✓	✓		✓	✓	✓
18/06/2019	Ordinary	X	✓	✓		✓	✓	✓		✓	✓	✓

Note: Councillors were not eligible to attend meetings marked with grey.

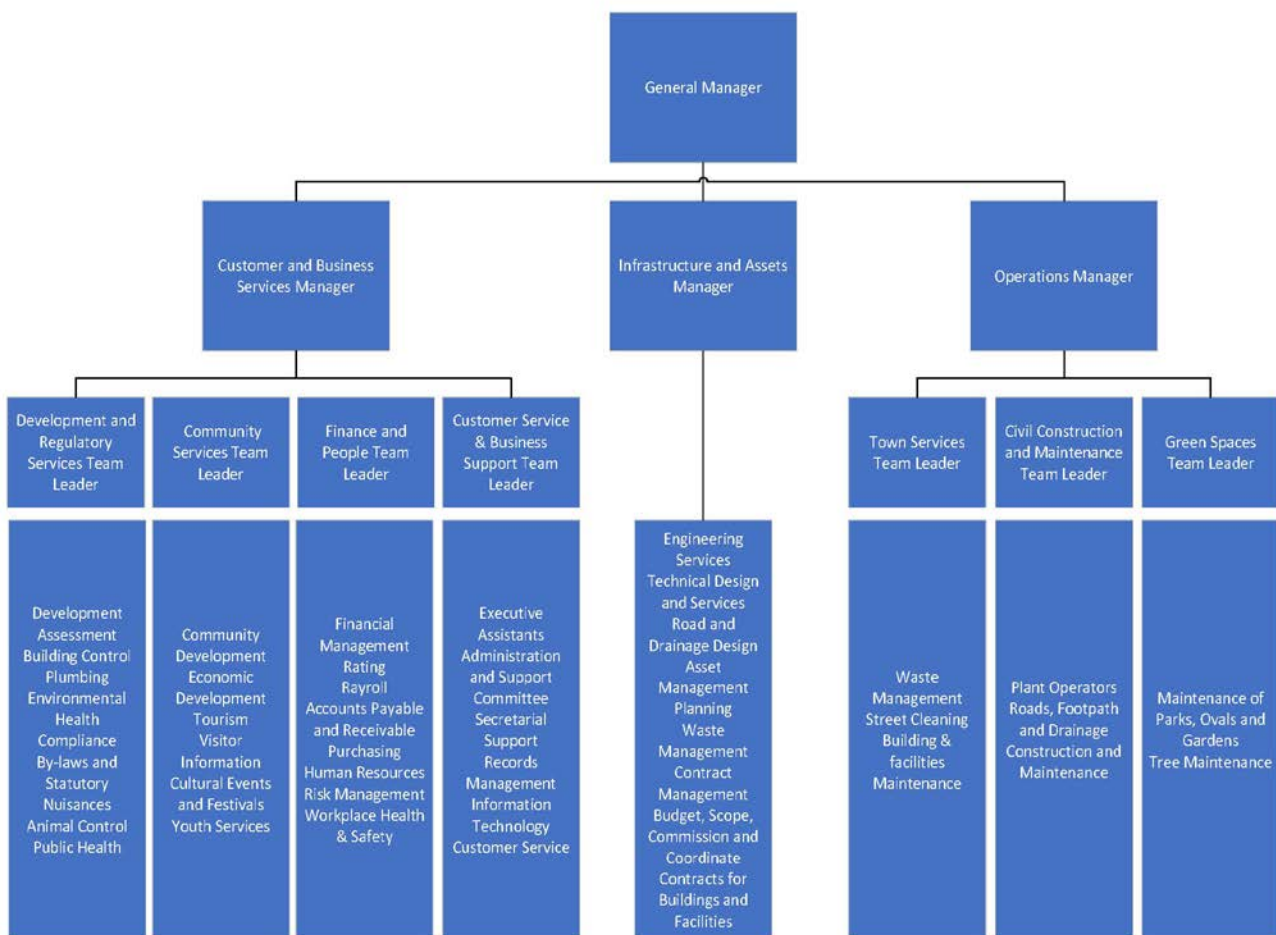
# Our Organisation

## Organisation Structure

Council’s organisation structure was reviewed during 2017/18 and after significant consultation with elected members and staff, a new structure was agreed upon to deliver efficient, effective and continually improving services across both Kentish and Latrobe Councils in a customer focused way.

Kentish Council’s new organisational structure consists of three departments – Operations, Infrastructure and Assets and Customer & Business Services. 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. Transition to this new structure began in June 2018 and continued during 2018/19.

### New Organisation Structure



# Our Staff

## Executive Management Team

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

### 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.

### Operations Manager – Jason Bellchambers

Jason was appointed to the position of Operations Manager in January 2018. His qualifications include a Bachelor of Engineering Technology.

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.

### Infrastructure and Assets 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.

### Customer and Business Services Manager - Andrew Cock

Andrew was appointed to the position of Customer and Business Services Manager a part of the re-structure in July 2018. His qualifications include a Bachelor of Business in Accounting, CPA.

Areas of responsibility include finance, information technology, records management, building and planning, environmental health, customer service,

business support, community development, economic development and human resources.

## 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
\$130,001 - \$150,000	1

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 and Manager Assets and Infrastructure.

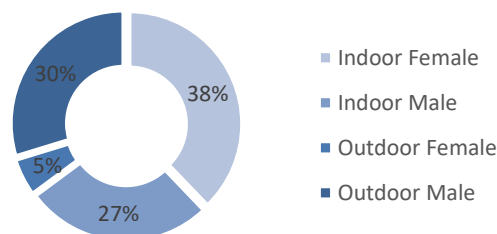
## Full Time Equivalent Staff

	2019	2018
Full-Time Equivalent staff at 30 June	30.6	29.5

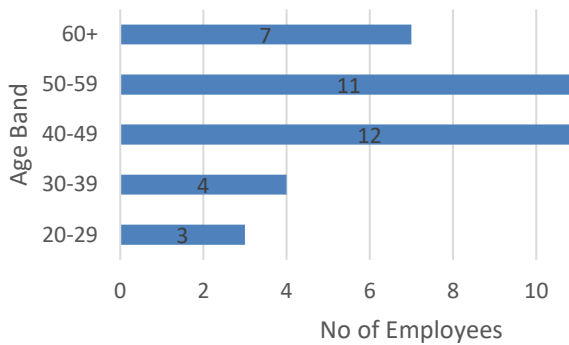
## Employee Profile

As at 30 June 2019, Council employed 37 people in a diverse range of positions. The 37 positions comprise 27 full-time, 6 part-time and 4 casuals. Thirteen positions are based outdoor, with 24 positions based indoor.

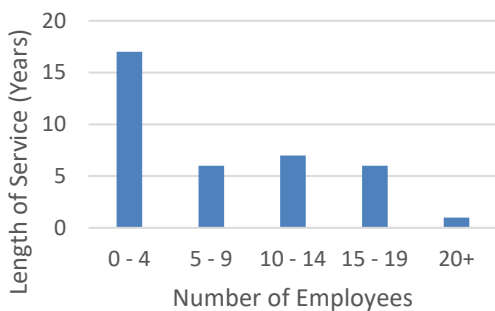
The overall gender profile of the workforce is 43% female and 57% male. The following graph provides a further breakdown.



The average age of the workforce is 48 years (compared with 50 years as at 30 June 2018). The following chart provides a further break-down by age band.



The average length of service is 7 years. The following chart provides a further break-down. Of special note, one employee has completed 26 years of service.



### Enterprise Bargaining Agreement

The Kentish Council Enterprise Agreement 2015 is currently being discussed with unions and employees. Agreement on the category of agreement sought is close. The Unions have requested a Single Enterprise Agreement and Council has submitted a request for a Ministerial Declaration. The categories of agreements are as follows:

- Individual site agreements (as is currently)
- Single Enterprise Agreement (whereby both sites, being Kentish Council and Latrobe Council, are deemed to operate as one and a Ministerial Declaration is granted)
- Multi- Employer Agreement (an agreement that covers multiple sites).

The agreement/s relate 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 2018-19 financial year:

- Team Leader Finance and People
- Human Resources Officer

- Customer Service Officer (incumbent transferred to a position within another department)
- Finance Officer (incumbent re-verted to casual, a full-time replacement was required)
- Visitor Information Centre Officer
- Trails Project Officer
- Community Development Officer
- Leading Hand – Civil Construction & Maintenance (new position)
- Development & Regulatory Services Support Officer

Vacant positions are advertised in The Advocate newspaper, as well as on the Council website and Facebook page.

Six staff members left Council employment, one staff member reverted to part-time and one reverted to casual during the financial year.

### 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 and plan and identify future training requirements and development opportunities.

The current performance review format and content are due to be reviewed in the 2019 -2020 financial year with the intention of incorporating both performance and development plans together.

### Training and Development

In 2018-19, a number of employees undertook training and professional development courses and attended conferences of benefit and relevance to their positions at Kentish Council. An indication of the types of training undertaken is as follows:

- Control Traffic
- Chain Saw
- Working under live wires
- First Aid
- Technology One Software



### **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.

### **Staff Health and Wellbeing**

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

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

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

## **Our Volunteers**

Kentish Council values the wonderful contribution that volunteers make to the community.

Volunteers provide valuable assistance and enrich the lives of the people and groups they are helping.

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

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

### **Visitor Information Centre**

The Visitor Information Centre amended its name to 'Sheffield Visitor Information Centre'. The centre has seen upwards of 30,000 visitors through the door in addition to communicating with visitors through digital mediums, telephone and email enquiries and distributing printed collateral state wide to promote the Kentish region. Our visitors are greeted by a team of 18 volunteers and 4 staff who provide assistance with trip planning, local knowledge and a dedicated booking desk. The retail space in the centre prioritises stocking locally produced items as another medium to promote local Kentish businesses where available. Staff and volunteers participated in training sessions including with Tas Fire Service on emergency alerts distribution, TCCI Customer Service and Selling Skills Essentials. The team each month have also undertaken familiarisation trips, visiting local businesses and experiences throughout the North West region.

### **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 15 special committees during the financial year with over 75 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 and/or completed during the 2018-2019 year including:

- Reviewed and updated the Safe Work Method Statements (SWMS) and Standard Operating Procedures (SOPS).
- Reviewed the contractor management online induction process.
- Conducted WHS focussed training. Training improves the capabilities of Council's workforce and ensures that staff skills and competencies are up to date with the latest techniques and technology to perform their tasks safely. Training included; TasNetworks working near live electrical equipment, traffic management training, and first aid refresher trainer.
- Implemented electronic recording of employee training records and incident reporting.
- Reviewed the Corporate & Operational Risk registers. Workshops have been planned to further develop a new strategic risk register with the aim of identifying the risks that threaten the achievement of Council's strategic objectives.

## Health and Safety Committee

Council has a Health and Safety Committee comprising two trained Health & Safety Representative (HSR), three management representatives and two other staff representatives. The Committee met on a bi-monthly basis during the 2018/19 year to review WHS procedures, which is the key forum to raise and progress WHS items and initiatives.

## Workplace Injuries

The total number of reported workplace injuries during 2018-19 were 10, with 1 injury becoming a Workers Compensation Claim.

## Legislative Reporting

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

### Joint Authorities

Section 30 (1) Local Government Act 1993  
Kentish Council participates in two joint authorities; the Cradle Coast Authority and Dulverton Waste Management Authority. The following reports provide a summary of activities, budget and performance of the authorities during the 2018/2019 financial year.

### Cradle Coast Authority (CCA)

It is my great pleasure to provide this report for a business that I am extremely proud to be a part of. It's a very different business to the one that existed at the start of the financial year, and it will be a different and even stronger business by this time next year.

In 2018-19, Kentish Council's contribution was \$47,294. Total Member Council contributions totalled \$869,388 and a further \$1,480,197 was received as government grants.

Throughout 2018-19, our people – my staff, the Board, Committee Members and Representatives – have turned this business around and set it on a positive trajectory. I am confident and determined that by this time next year, Councillors and others will no longer ask “What does CCA do?”; instead, they will view CCA as a vital public institution, the kind of business that more organisations want to partner with and more people aspire to work for.

While the 2019-20 financial year can accurately be considered in two halves – a period of crisis, followed by a period of reform, our people continued to do the kind of work that makes our region an even better place to live, work, visit and invest right throughout that period. They have done this since well before my time, and the project summaries in our own Annual Report will illustrate that.

The period from June to December saw the continuation of calls for organisational reform from Member Councils, State and Federal Government, our own Natural Resource

Management (NRM) Committee and tourism stakeholders. While tourism didn't go our way, our successful reform has been widely acknowledged. Tangible evidence of our positive change includes significant new State and Federal Government funding, a leaner organisational structure, cost reductions and numerous examples of really good cooperation between Member Councils and CCA.

While total employee numbers have remained roughly the same at around 16 FTEs and continue to fluctuate as we secure NRM and other funding, the business has undergone a significant restructure. Management roles have been replaced with economic development roles, and more of those roles are externally funded. Adjusted to remove tourism staff, this time last year, 8.4 FTEs were funded by Council contributions, and today, that figure is 5.7 FTEs. When I commenced the CEO role in December, we had one dedicated economic development team member at 0.8 FTEs, and today we have 4.4 FTEs in the economic development team, plus a significant share of my time is dedicated to economic development activities.

Some roles have been made redundant, and some staff opted to pursue new opportunities. Importantly, those who have joined the team since December, have been fully aware of, excited by and have already made a major contribution to, our new approach:

Other key changes include:

- Streamlined processes
- Fewer, shorter meetings
- Overhead cost reductions
- Simpler, more transparent reporting
- Repairing the relationship between our NRM Committee and CCA more broadly
- Getting the Regional Futures Plan “back on track, and making good progress vis-à-vis leading this ambitious new approach to regional economic development.

The most important reform of all however, is a much sharper focus on and commitment to a clearer purpose – helping Councils achieve regional outcomes and maintain strong local government, by working together. Far from being just a tagline, “stronger councils, stronger region” has and will continue to guide everything we do. We exist within and for, Local Government - the layer of government that is closest to the people – and we should never lose sight of that. The end of the financial year was marked by the formal adoption of our 2019-20 Annual Plan and

Budget by the Representatives in June. The Annual Plan clearly spells out what our owners have agreed that CCA should be working on this year. It is ambitious and exciting and includes new ground for CCA, such as playing a role in shared services. Anybody who is interested can monitor our progress on our website, where we will report against it quarterly, in a strong show of our commitment to our vision, purpose and values.

I would like to thank all of the Councillors and other people who continue to believe in the regional approach and I would like to acknowledge the encouragement and support provided by Mayor Tim Wilson and General Manager Gerald Monson in particular. We now have a track record of successfully pulling together in adversity, and that is what provides me with the utmost confidence that we can make the Cradle Coast Authority everything that it can and should be, for the sake of the one in five Tasmanians who call our corner of the island "home".

**Daryl Connelly MBus , Chief Executive Officer  
Cradle Coast Authority**

#### **Dulverton Waste Management**

Dulverton Waste Management (DWM) has concluded another year stronger than budgeted due to unforeseen once-off waste stream revenues. Expenditure was also well constrained following continued operational refinements at the landfill and composting facility.

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

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 consistently outperforms the WHS standard set by many larger organisations and remains active in avoiding complacency and continuing to advance all aspects of WHS.

Robust systems for WHS, environment, finance, business, risk management and records management have brought DWM stability, enabling Owner Representatives, Board and staff to focus on business growth and development which has also resulted in revenue growth.

The DWM Strategic Plan 2019 – 2024 was approved in June 2019 and included a consideration of waste treatment technologies that support the communities and industries of our region and the state; an exciting time for waste management in the region.

The transition into the new landfill cell (B1 North) occurred in January 2019 and Cell 2/3c was capped and closed in June 2019. DWM also installed a larger weighbridge in June 2019, enabling the site to accommodate the longer trucks increasingly being deployed across the state.

As the primary waste management provider in the region, DWM continues to deliver waste expertise to the Cradle Coast Waste Management Group (CCWMG) via staff with in-depth knowledge in landfill, organics recycling, kerbside recycling and other industry relevant activities. In 2018/19 DWM assisted the CCWMG in setting up additional recycling services at a transfer station in each Council area, providing a direct benefit to the community and the environment.

2018/19 was another successful financial year for DWM, concluding far stronger than budgeted. The result was influenced by a number of waste stream revenues generated by the considerable effort of the entire DWM team. Both income and profit exceeded budget and DWM covered all 2018/19 capital works from its own funds. It should be noted that the forecast in the five year financial plan is to avoid further borrowing other than for land acquisition, major plant replacement and landfill cell construction.

The total quantity of chargeable waste disposals managed by DWM was 116,290 tonnes made up of 86,648 tonnes to landfill (including 27,475 from a one-off waste stream) and 29,642 tonnes to the Dulverton Organics Recycling Facility (DORF) for recycling into compost (excluding approximately 5,927 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 for the 2018/19 financial year, plus dividends paid, increased on previous years. Dividends to Owner Councils are forecast into the foreseeable future.

**Mel Pearce, Acting Chief Executive Officer  
Dulverton Waste Management**



### Contracts for the Supply of Goods and Services

Regulation 29(1) Local Government (General) Regulations 2015 - requires Council to include prescribed information about contracts exceeding \$250,000 (ex GST).

Contractor/Supplier	Address	Description	Contract Period	Value (Ex GST)
Trailscapes	PO Box 467 Kent Town SA 5071	Wild Mersey Mountain Bike Trails Stage 1 and the installation of trail bridges	01/07/18 - 30/06/19	\$430,215

Note: The above contract was entered into by Latrobe Council with an agreement to share the software and costs with Kentish Council.

Regulation 29(2) Local Government (General) Regulations 2015 - requires Council to include prescribed information about non-application of the public tender process. There were no instances of non-application of the public tender process during the financial year.

Regulation 29(3) Local Government (General) Regulations 2015 – requires Council to include prescribed information about contracts exceeding \$100,000 (ex GST) but less than \$250,000 (ex GST).

Contractor/Supplier	Address	Description	Contract Period	Value (Ex GST)
Mead Con	PO Box 703 QUOIBA TAS 7310	Building and Civil Construction	01/07/18 - 30/06/19	\$161,827
Treloar TG & KE (TAZTANKS)	160 Paradise Rd PARADISE TAS 7306	Hire of Equipment and Civil Construction	01/07/18 - 30/06/19	\$111,899
Hardings Hotmix Pty Ltd	PO Box 708 ULVERSTONE TAS 7306	Supply of Hotmix Asphalt	01/07/18 - 30/06/19	\$117,247
Treloar Transport	PO Box 21 SHEFFIELD TAS 7306	Lower Beulah Road landslip remediation works	01/07/18 - 30/06/19	\$241,464

### 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 2018/19  
was 3.

Nature of Complaint	No. of Complaints
Product or service	3
Employee or agent	0
Council decision	0

### Statement of Activities

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

The Council has not resolved to exercise any  
powers or undertake any activities in accordance

with Section 21 (Enterprise Powers) of the *Local  
Government Act 1993*.

### Statement of Land Donated

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

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

### Public Interest Disclosures

Public Interest Disclosure Act 2002

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

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

### Integrity Commission

During the 2018-19 financial year, the Integrity  
Commission received one complaint about Kentish  
Council which was dismissed.

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

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

Operational statistics reflecting core environmental health activities undertaken include:

Activity	Total	Comments
<b>Public Health Act 1997</b>		
Mass Gatherings	1	Rowing facilities
Private water supplies licenses	43	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	143	Number of doses administered
Water complaints investigated	0	Water quality
<b>Food Act 2003</b>		
Registered food businesses	110	89 annual licenses and 33 notifications
Temporary food businesses	11	Events and one-off occasions
Prosecutions	0	
Infringement Notices	0	
Food complaints investigations	2	The investigation conducted regarded food-borne illness.
<b>Other</b>		
Special plumbing permits	37	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	0	Confirmed notifiable diseases.
Private Burials	1	Private burial
Litter infringement notice	0	No litter infringement notices were issued.
Customer Requests	96	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 2018/2019 financial year are as follows:

GRANTS AND SPONSORSHIP		
Organisation	Purpose	Amount (\$)
<b>Community Events</b>		
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
Taste of the North West Committee	Taste of the North West	1,500
Kentish Garden Club	Hopes Mill Corner Maintenance	200
Oss Foley Endurance Riders Inc	Oss Foley Endurance Ride	250
Knights Templar Tasmania	Medieval Festival	1500
Weindorfer Memorial Committee	Weindorfer Memorial Service	750
<b>Total</b>		<b>20,200</b>
<b>Specific Funding Requests</b>		
MAST	Pontoon	10,000
<b>Total</b>		<b>10,000</b>
<b>Organisation Funding</b>		
Kentish SES	Operational Costs	10,500
Kentish Museum	Operational Costs	6,600
Wilmot Museum	Operational Costs	1,850
Mt Roland Rivercare	Operational Costs	6,000
Mt Roland Rivercare	Trust funds for future expenditure	4,000
Tandara Lodge	Mature Age Program	2,200
<b>Total</b>		<b>31,150</b>
<b>Large Community Grants</b>		
Kentish U3A	Railton Topiary	616
Kentish Pony Club	Ground Resurfacing Works	2,000
Kentish Rowing Club	Safety Boat	1,250
Sheffield RSL Sub Branch	Sheffield Cenotaph Refurbishment	2,000
Wilmot Tourist and Progress Association	Glass Security Door	1,786
Railton Bowls Club	Aluminium Seating	1,500
Kentish Polocrosse Association	Ground Re-development Works	2,500
Apple Isle Carriage Drivers	Storage Shipping Container	1700
<b>Total</b>		<b>13,352</b>

Organisation	Purpose	Amount (\$)
<b>Donations and Sponsorship</b>		
Individual	Equine Championships	100
Railton Community Progress Association	Railton Bike Show	300
AllNet Balloon Creations	Balloon twisting workshops	150
Sheffield Community Garden	Equipment Purchase	500
Railton Community Progress Association	Christmas Activities	750
Wilmot Tourist & Progress Association	New Year Activities	750
Kentish Lions Club	Christmas Activities	750
Individual	Youth Scholarship	1,250
<b>Total</b>		<b>4,550</b>

RATE REMISSIONS – COMMUNITY ORGANISATIONS	
Organisation	Amount (\$)
Tashi Choling Dharma Foundation Inc.	981
Railton Bowls Club	1,073
Redwater Creek Steam & Heritage Society Inc.	1,503
Sheffield Rifle Club	397
Kentish Rodeo Association	1,050
The Tasmanian Arboretum Inc	374
Rowing Tasmania Inc	3,856
Tandara Lodge Community Care Inc.	18,005
The Hub Incorporated	1,654
Tandara Lodge Community Care Inc.	1,734
Lower Barrington Hall Committee	885
Railton Squash Association	959
Wilmot Tourist & Progress Association Inc	820
Lorinna Residents & Ratepayers Association Inc	830
Sheffield Golf Club	842
<b>Total</b>	<b>34,963</b>

## General Reporting

### Building Application

The number of building permits issued during 2018/19 was 84 compared to 90 the previous financial year. A breakdown of the types of building applications received during the 2018/19 year is provided below.

Application Type	No.
Dwelling	20
Dwelling additions/alterations	17
Outbuildings	37
Commercial/Industrial	5
Miscellaneous Structures	4
Demolition	1
<b>Total</b>	<b>84</b>
Substantial Compliance/Permit to Proceed	0



## Development Applications

The number of development applications issued during 2018/19 was 81 compared to 96 the previous financial year. A breakdown of the types of development applications received during the 2018/19 year is provided below.

Application Type	No.
Dwellings and Dwelling Additions	
General Residential and Closed Residential Zone	5
Rural Living, Env Living, Village Zones	13
Natural Resource and Rural Resource Zone	14
Outbuildings (buildings incidental to a residence)	
General Residential	1
Rural Living, Env Living, Village Zones	14
Natural Resource and Rural Resource	6
Agricultural Sheds	1
Signage	1
Boundary Adjustment	
Multiple Dwelling Development	
Subdivision	12
Commercial Development/Tourism	6
Heritage Area Works	
Industrial Development	1
Miscellaneous	7
<b>Total Applications</b>	<b>81</b>

## Animal Control

Dog Registration: 1,757 dogs were registered in 2018/19.

Customer Requests: 168 customer requests were received including:

- 31 relating to barking dogs
- 20 dog attacks/threats to people
- 16 animals were reported lost
- 28 dogs at large
- 37 relating to straying livestock
- 28 stray dogs
- 8 nuisances

Of the 56 requests received regarding stray/at large dogs, 36 dogs were collected and impounded at the Devonport Dogs Home. 22 dogs were subsequently reclaimed by their owners.

Three dogs were declared dangerous during the year. One owner decided to keep their dog as a dangerous dog on their property.

## Waste Management

**Waste:** 260 large bins and 1,418 small bins comprise the collection service which is undertaken for premises located in Railton, Sheffield, Acacia Hills, Barrington, Lower Barrington and South Spreyton plus households on route that have opted to use the service.

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

## 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

## Use of Council Website and Social Media

### Council website

	2017/18	2018/19
Hits	24,743	29,939
Unique Visits	13,107	14,665

### Facebook

	2017/18	2018/19
Post Reach	376,470	324,196
Likes	1,444	1,676