KING ISLAND COUNCIL

OUR STRENGTH IS OUR PRIDE

KING ISLAND COUNCIL

ANNUAL PLAN & BUDGET ESTIMATES 2018-19

ANNUAL PLAN & BUDGET ESTIMATES

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ELECTED MEMBERS

Setting Policy & Intention

WITH INPUT FROM THE

KING ISLAND COMMUNITY

MAYOR
DUNCAN MCFIE

DEPUTY MAYOR
JIM COOPER

COUNCILLOR
JIM BENN

COUNCILLOR
DAVID BOWLING

COUNCILLOR
MEGAN CHIVERS

COUNCILLOR
ROYCE CONLEY

OUR STRENGTH IS OUR PRIDE
KING ISLAND COUNCIL

COUNCILLOR
IRA COOKE

COUNCILLOR
DAVID MUNDAY

COUNCILLOR
KIRSTY RUSSELL

The past 12 months has been a turbulent time for Council, on a number of fronts, in particular with our General Managers - we've had four this financial year. However, often through adversity comes opportunity and that was certainly the case here. With the retirement of David Laugher and challenges with recruiting, we were able to secure two interim General Managers who brought a great deal of knowledge and expertise to the role. Expertise that ordinarily we could not afford given that both gentlemen were past CEO's of Sydney councils that generated over $120 million in turnover.

In a short 5 months, Robert Ball and Brian Barrett were able to bring to close a number of challenges. They were able to press reset on Council as an organisation and reiterate much of what had been said to us over the years. In particular, they reinforced the need for the whole of organisation to get more strategic.

And then along came our new substantive General Manager, Troy, with vast corporate and commercial knowledge, experience and a suite of qualifications. He has been able to apply that knowledge and past experience to our circumstance and has worked methodically with Councillors on the justification for the measures this plan and budget is proposing.

Strategic planning takes time, effort, engagement, analysis, discussion and an execution of action. Unfortunately, due to a lack of detailed strategic planning in the past, we find ourselves in a position where we are non-compliant in a number of key areas. This plan and budget will rectify this with the delivery of a 10-year strategic plan. Alas, this kind of planning costs money. But money spent now will save us reactionary dollars in the future.

We have known that the airport and waste management are two areas that suck the life blood out of Council financially speaking and have been working on efficiencies and refinements in both of these areas for many years.

Waste management is a critical business unit for Council, particularly given the dollars which that segment of our business haemorrhages. That said, we have improved the situation from a negative of $238K in FY16/17 to a projected negative of FY$82k in 18/19. It is our hope that this planning not only improves our financial position in waste management but also re-examines what recycling and waste reduction opportunities we can forge.

The airport will lose $470K in FY17/18. The Auditor General of Tasmania and our own external audit panel tell us we need to get this up to break even and beyond. Two years ago we attempted to put measures in place to improve the situation but we mismanaged that process and decided to maintain the status quo. Last year we did the same. This was a cop out and demonstrated a lack of fortitude on our behalf - this plan and budget will rectify that.

Many councils would shy away from a budget like this in an election year. But I would propose that this budget is probably the most fiscally responsible and mature budget we have ever brought forth when taken in the context of what is being achieved. Yes, it is a deficit budget, but we have the financial resources to manage this. Money spent now locking in strategic planning documents that actually inform practice and action will save us money in the long term and provide the organisation, the community and all of our external auditors with the knowledge and confidence about where we are heading. This is how the private sector operates and it is what we have been advised to do from multiple fronts for many years.

To that end, I would like to sincerely thank all of the Council staff who have put in an inordinate amount of work to bring this to fruition, but in particular, Troy, who has been able to stand on the shoulders of those before him and make something happen which will truly set this organisation on the right path into the future.

"This plan and budget converts the years of talk into action"

Duncan McFie, MAYOR, King Island Council

COUNCIL

GENERAL MANAGER

Developing & Delivering

THE VISION FOR THE COMMUNITY

WITH THE COMMUNITY

CORPORATE & COMMUNITY SERVICES

INFRASTRUCTURE & SERVICES

ECONOMIC DEVELOPMENT

COMMUNICATIONS, TOURISM & EVENTS

DEVELOPMENT SERVICES

HEALTH, SAFETY & ENVIRONMENT

TEAM DELIVERY

Your Community's Council has undertaken a fresh review of where we are and where we need to go. An immense amount of good work has been completed in the past, but we can always do better, in all areas. Prudent financial management of the Budget is at the core of your Council's accountability. The financial management of funding and expenditure is to undergo a full strategic review in Financial Year 2018/2019 (FY18/19). Spending wisely is essential. Future investment focussed for our Community is a must.

The FY18/19 budget is the result of a detailed review of last years' budget and the historical financial performance of Council. The learnings derived from this look back are invaluable as we set the future direction for King Island community investment. We can and will improve on where we commit funding, how we project manage and execute works, how we track progress and how we transparently report and share our performance with your elected Council and with our Community. You will see introduced progressively in FY18/19, a different reporting structure that has a direct relationship to our performance management.

Your Council Departments will soon have full systems visibility of costs and will be undertaking monthly reviews to track expenditure and progress. As we complete the full and correct implementation of the Enterprise Resource Planning (ERP) system, we will finally establish the tools to manage finances better and manage performance correctly. Sharing the right information with the Community is our objective. Your Council Team are not only members of our King Island Community, but we also have the responsibility to execute the provision of a large range of services to the Community – many of our assets are unique for a Council. This is no easy task, given our low level of resourcing and funding. Being required to do more with less has limitations and immediate ramifications.

Our objectives for the FY18/19 Budget period are to:

1. Establish a transparent financial baseline
2. Redefine our strategic management plan and policy
3. Invest in our Community's future
4. Rectify non-compliance shortfalls
5. Improve our asset management
6. Improve our project management
7. Empower staff and position the Council Team for success
8. Address our risks
9. Improve our environmental performance
10. Share meaningful information with our Community
11. Ask our Community for input, guidance, feedback and contributions to the strategic plans and vision for our King Island future.

Minimal capital expenditure is being committed to in this budget period. We are suspending the financial commitment of over $800,000 in capital items. Once we firmly establish an asset management plan, strategy and policy, then we will be in the appropriate position to define our replacement/future plant and equipment requirements.

Our waste management approach requires an overhaul. We can do better as a Community and for our environment. Specialist guidance in this area will position us strongly for immediate solutions to long standing problems. The Community's involvement in this solution development will be key to ensuring the best approach is identified and adopted. We are progressing towards cost recovery in this area, rather than the historical rate payer subsidy platform of the past. Phasing solutions and improved cost management are key.

As community rate payers, we are contributing 23cents in every rate dollar to the King Island Airport. A loss in excess of $470,000 in FY17/18 is unacceptable and unsustainable. We will now align ourselves with normal commercial management of a Regional Australian Airport. A modest fee structure will be progressively introduced from FY18/19. Rather than our Community ratepayers

subsidising all Island visitors to such a high degree, from the 1st October 2018 a passenger fee and increased landing charges will be introduced at our Airport. Airlines will be aligned to standard commercial practice, for the privilege of servicing King Island. The future rates contributions will fall from 23cents per dollar to 8cents per dollar. We aim to achieve a cost neutral financial structure for the Airport by FY19/20. Phasing this appropriate maturity of the commercial management of our Airport ensures we are generous and considerate in the introduction of a standard fee structure. King Island residents may apply for passenger fees reimbursement by way of a new initiative by your Council.

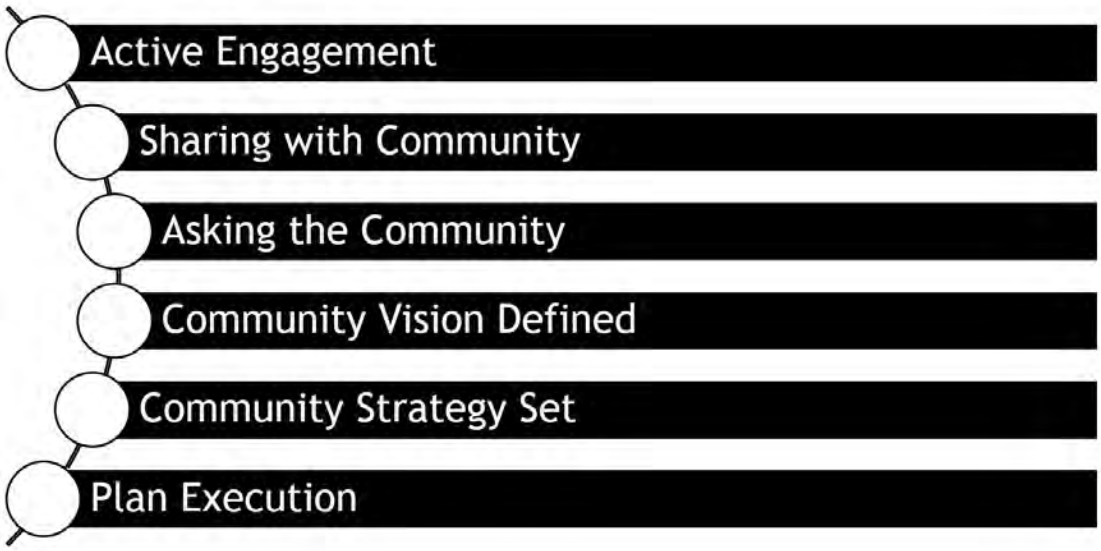
Your Council's organisational capability has been diluted in the past to a point where we are not structured to deliver the requirements and expectations of the community. The full Council organisational design is to be reviewed in FY18/19, beginning with minor adjustments in the areas of Health, Safety & Environment (HSE) management, Airport Management, Customer Service and Technical Compliance.

A priority for Council is the strengthening of our workplace safety. A genuine commitment to our duty of care, to ensure your Council staff get home at the end of each day, safely and unharmed in the workplace, must be our priority. Extending from a detailed HSE audit and the GM's Gap Analysis, a range of safety related initiatives will be implemented, inclusive of a uniform review, personal protective equipment, risk management practices, safety behaviours, polices, procedures and a comprehensive HSE system.

Operational expenditure is being managed in greater detail in FY18/19. Additional reviews are being structured to ensure all aspects of financial expenditure are being reviewed to ensure not only are core requirements being met and cost recovery is properly calculated, but also to test historical financial assumptions.

Public Town Hall meetings for structured, positive Community engagement are being introduced. On a regular basis, we commit to convening Community forums on priority matters that the Council needs Community guidance and input on. Your positive contribution will be greatly appreciated.

Establishing a prudent financial baseline for the future and addressing the list of compliance requirements are key to our future performance. Direct and constructive contribution by the broader Community to our planning is a new request by your Council. We will be looking to you, our fellow community members, to consider and assist your Council, in setting a defined direction for our future. Change is a necessary requirement to strengthen and protect the King Island way of life and our Community infrastructure.



We need a lower cost of living. We need better access to our Island, to Tasmania and to mainland Australia. We need a comprehensive, reliable, sustainable and customer focussed shipping solution. We need to get the most from our Community Assets. We can achieve this only as a united community, with a positive focus on a collective future. What can you and what can your Community Council do differently to reset our path forward? Many current and past practices of our community and of our Council organisation have been short term focused, negative and ill informed. We can all contribute to a strong, positive future – a future we can be proud of as a legacy to our children.

The question I will be asking you is: what is the legacy we will be leaving King Island?

Focusing on a strong foundation of infrastructure and sustainable services that are future proofed for improvement is where we need to be.

"United positively together, we will succeed"

Troy Brice, GENERAL MANAGER, King Island Council

KING ISLAND COUNCIL

BUDGET ESTIMATES 2018-19

Statement of Comprehensive Income

	Budget 2017/18	Forecast 2017/18	Adopted Budget 2018/19	Variance to 2017/18 Budget
Operational Budget items				
Revenue from operating activities				
Statutory Charges	146,095	135,181	141,950	-4,145
User Charges	693,203	616,451	1,067,573	374,370
General Grants	890,282	1,845,399	1,009,143	118,861
Interest	110,000	104,200	90,000	-20,000
Private Works	1,028,560	1,349,918	660,600	-367,960
Other Revenues	628,296	613,382	585,322	-42,974
Rates & Special charges	2,450,034	2,435,896	2,560,072	110,038
Total Revenues	**5,946,469**	**7,100,427**	**6,114,660**	**168,191**
Expenses from operating activities				
Employee Costs	-2,224,422	-2,015,843	-2,543,004	-318,582
Materials, Contracts and Services	-1,786,537	-2,587,575	-2,567,911	-781,374
Other Expenses	-1,017,570	-954,305	-943,901	73,669
Finance Costs	-59,615	-59,231	-54,976	4,639
Depreciation and Amortisation	-1,689,491	-1,689,490	-1,607,455	82,036
Total Expenses	**-6,777,635**	**-7,306,444**	**-7,717,247**	**-939,612**
Net Operating Surplus / (Deficit)	**-831,165**	**-206,017**	**-1,602,586**	**-771,420**
Reserve Funding				
Transfers from Reserves to fund operating expenditure	967,082	913,082	1,010,743	43,661
Transfer from Reserves - unexpended grants carried over from previous year	0	45,000	32,044	32,044
Transfer interest earned to reserves from operating revenue	-44,370	-36,390	-46,372	-2,002
Transfers to Reserves from operating revenue as per Council resolutions	-142,000	-1,073,187	-109,000	33,000
Net Reserve Funding	**780,712**	**-151,495**	**887,415**	**106,703**
Net Operating Surplus/(Deficit) after adjusting for Reserves transfers	**-50,453**	**-357,513**	**-715,171**	**-664,717**

Underlying Surplus / (Deficit)			
Total Revenues as per Statement of Comprehensive Income	5,946,469	7,100,427	6,114,660
Add Financial Assistance Grant 17/18 Prepayment Received in 16/17	868,282	865,282	
Less Financial Assistance Grant 18/19 Prepayment Received in 17/18		-899,143	
Add Financial Assistance Grant 18/19 Prepayment Received in 17/18			899,143
Total Revenues	**6,814,751**	**7,066,566**	**7,013,803**
Total Expenses	**-6,777,635**	**-7,306,444**	**-7,717,247**
Total Underlying Surplus / (Deficit)	**37,117**	**-239,878**	**-703,443**

Total Underlying Surplus / (Deficit) Ratio	**0.54%**	**-3.39%**	**-10.03%**

Capital Movements Summary

	Budget 2017/18	Forecast 2017/18	Adopted Budget 2018/19	Variance to 2017/18 Budget
Capital Budget items				
Capital Income				
Capital Grants	520,727	517,003	727,943	207,216
Other Contributions	0	0	0	0
Proceeds of Sale from Property, Plant & Equip	22,000	428,518	60,500	38,500
Insurance Settlements	0	46,953	0	0
Total Capital Income	**542,727**	**992,474**	**788,443**	**245,716**
Capital Expenditure				
Infrastructure Assets - Renewal, Upgrade and New	-2,258,790	-1,690,915	-2,566,700	-307,910
Plant & Equipment	-284,000	-239,206	-621,500	-337,500
Total Capital Expenditure	**-2,542,790**	**-1,930,121**	**-3,188,200**	**-645,410**
Financing				
Loans drawn down	150,000	150,000	212,000	62,000
Loan Repayments	-220,664	-220,664	-209,646	11,018
Net Financing	**-70,664**	**-70,664**	**2,354**	**73,018**
Reserve Funding				
Transfer from Reserves - capital carried over from previous year	833,040	427,040	526,000	-307,040
Transfer from Reserves - unexpended capital grants	0	0	0	0
Transfer from Reserves to fund capital expenditure	303,550	142,947	218,000	-85,550
Transfers to Reserves from operating revenue as per Council resolutions	0	-523,491	0	0
Net Reserve Funding	**1,136,590**	**46,496**	**744,000**	**-392,590**
Net capital expenditure funded by accumulated surplus	**-934,137**	**-961,815**	**-1,653,403**	**-719,266**

Statement of Cash Flows

Estimated Cash Flows	Budget 2017/18	Forecast 2017/18	Adopted Budget 2018/19	Variance to 2017/18 Budget
Cash Flows from operating activities				
Statutory Charges	146,095	135,181	141,950	-4,145
User Charges	693,203	616,451	1,067,573	374,370
General Grants	890,282	1,845,399	1,009,143	118,861
Interest	110,000	104,200	90,000	-20,000
Reimbursements	1,028,560	1,349,918	660,600	-367,960
Other Revenues	628,296	613,382	585,322	-42,974
Rates	2,450,034	2,435,896	2,560,072	110,038
Payments to suppliers				
Materials, Contracts & Services	-1,786,537	-2,587,575	-2,567,911	-781,374
Other Expenses	-1,017,570	-954,305	-943,901	73,669
Payments to employees				
Employee Costs	-2,224,422	-2,015,843	-2,543,004	-318,582
Net cash provided by (used in) operating activities	**917,940**	**1,542,704**	**59,845**	**-858,096**
Cash flows from investing activities				
Payments for property, plant and equipment	-2,542,790	-1,930,121	-3,188,200	-645,410
Capital grants	520,727	517,003	727,943	207,216
Proceeds from sale of property, plant and equipment	22,000	428,518	60,500	38,500
Other contributions	0	0	0	0
Insurance settlements	0	46,953	0	0
Net cash provided by (used in) investing activities	**-2,000,063**	**-937,647**	**-2,399,757**	**-399,694**
Cash flows from financing activities				
Finance Costs	-59,615	-59,231	-54,976	4,639
Repayment of interest bearing loans and borrowings	-220,664	-220,664	-209,646	11,018
Proceeds from interest bearing loans and borrowings	150,000	150,000	212,000	62,000
Net cash provided by (used in) financing activities	**-130,279**	**-129,895**	**-52,622**	**77,657**
Net increase (decrease) in cash and cash equivalents	-1,212,402	475,162	-2,392,534	-1,180,132
Cash and cash equivalents at the beginning of the financial year	6,582,398	6,327,071	6,802,233	219,835
Cash and cash equivalents at the end of the financial year	**5,369,996**	**6,802,233**	**4,409,698**	**-960,297**

Restricted and unrestricted cash and investments	Budget 2017/18	Forecast 2017/18	Adopted Budget 2018/19	Variance to 2017/18 Budget
Total cash at end of financial year	**5,369,996**	**6,802,233**	**4,409,698**	**-960,297**
Restricted cash and investments				
Discretionary Reserves	1,544,011	2,208,185	2,053,957	509,946
Other Reserves	179,586	1,667,557	190,370	10,784
Funds held in trust	200,000	190,000	190,000	-10,000
Unrestricted cash at end of financial year	**3,446,399**	**2,736,491**	**1,975,371**	**-1,471,027**

Reserves-Budget 2017/18

	Budget 2017/18					
	Anticipated Balance at beginnining of financial year	Interest transferred from surplus	Other transfers from accumulated surplus by Council resolution	Transfers to accumulated surplus (to fund OPERATIONAL expenditure)	Transfers to accumulated surplus (to fund CAPITAL expenditure)	Balance at end of financial year
Discretionary Reserves						
Lighthouse	160,850	4,102	0	5,000	21,600	138,352
Airport	0	0	0	0	0	0
Community	1,399,836	35,696	99,000	50,000	246,950	1,237,582
Jetty	120,883	3,083	43,000	5,000	0	161,966
Roads and Bridges	0	0	0	0	0	0
Grassy Mine Infrastructure Reserve	58,422	1,490	0	18,800	35,000	6,111
Housing Reserve	0	0	0	0	0	0
Total Discretionery Reserves	**1,739,991**	**44,370**	**142,000**	**78,800**	**303,550**	**1,544,011**
Other Reserves						
Employee Leave Entitlements	199,586	0	0	20,000	0	179,586
Restricted funds - FAG prepayment	868,282	0	0	868,282	0	0
Restricted funds - unexpended operational grants	0	0	0	0	0	0
Restricted funds - unexpended capital grants	0	0	0	0	0	0
Restricted funds - capital items carried over	833,040	0	0	0	833,040	0
Total Other Reserves	**1,900,908**	**0**	**0**	**888,282**	**833,040**	**179,586**
Total Reserves	**3,640,899**	**44,370**	**142,000**	**967,082**	**1,136,590**	**1,723,597**

Reserves-Forecast 2017/18

	Forecast 2017/18					
	Actual Balance at beginnining of financial year	Interest transferred from surplus	Other transfers from accumulated surplus by Council resolution	Transfers to accumulated surplus (to fund OPERATIONAL expenditure)	Transfers to accumulated surplus (to fund CAPITAL expenditure)	Balance at end of financial year
Discretionary Reserves						
Lighthouse	160,895	3,258	0	4,838	0	159,315
Airport	0	0	0	0	0	0
Community	1,456,814	29,500	99,000	8,230	105,216	1,471,868
Jetty	120,905	2,448	43,000	5,641	0	160,712
Grassy Mine Infrastructure Reserve	58,437	1,183	0	9,091	37,731	12,798
Housing Reserve	0	0	403,491	0	0	403,491
Total Discretionery Reserves	**1,797,051**	**36,390**	**545,491**	**27,800**	**142,947**	**2,208,185**
Other Reserves						
Employee Leave Entitlements	230,370	0	0	20,000	0	210,370
Restricted funds - FAG prepayment	865,282	0	899,143	865,282	0	899,143
Restricted funds - unexpended operational grants	45,000	0	32,044	45,000	0	32,044
Restricted funds - unexpended capital grants	0	0	0	0	0	0
Restricted funds - capital items carried over	833,040	0	120,000	0	427,040	526,000
Total Other Reserves	**1,973,692**	**0**	**1,051,187**	**930,282**	**427,040**	**1,667,557**
Total Reserves	**3,770,744**	**36,390**	**1,596,678**	**958,082**	**569,987**	**3,875,742**

Reserves-Adopted Budget 2018/19

	Adopted Budget 2018/19					
	Balance at beginning of financial year	**Interest transferred from surplus**	**Other transfers from accumulated surplus by Council resolution**	**Transfers to accumulated surplus (to fund OPERATIONAL expenditure)**	**Transfers to accumulated surplus (to fund CAPITAL expenditure)**	**Balance at end of financial year**
Discretionary Reserves						
Lighthouse	159,315	3,346	0	26,600	0	136,061
Airport	0	0	0	0	0	0
Community	1,471,868	30,909	66,000	50,000	218,000	1,300,777
Jetty	160,712	3,375	43,000	5,000	0	202,087
Grassy Mine Infrastructure Reserve	12,798	269	0	10,000	0	3,067
Housing Reserve	403,491	8,473	0	0	0	411,965
Total Discretionery Reserves	**2,208,185**	46,372	**109,000**	**91,600**	**218,000**	**2,053,957**
Other Reserves						
Employee Leave Entitlements	210,370	0	0	20,000	0	190,370
Restricted funds - FAG prepayment	899,143	0	0	899,143	0	0
Restricted funds - unexpended operational grants	32,044	0	0	32,044	0	0
Restricted funds - unexpended capital grants	0	0	0	0	0	0
Restricted funds - capital items carried over	526,000	0	0	0	526,000	0
Total Other Reserves	**1,667,557**	**0**	**0**	**951,187**	**526,000**	**190,370**
Total Reserves	**3,875,742**	**46,372**	**109,000**	**1,042,787**	**744,000**	**2,244,327**

Capital Works Program

Adopted Capital Expenditure Program 2018/19				Adopted Funding Source 2018/19						
Activity	**Budget 2017/18**	**Forecast 2017/18**	**Adopted Budget 2018/19**	**C/over from 17/18**	**Accumulated Surplus**	**Grant**	**Proceeds from Sale**	**Reserves**	**Borrowings**	**Total funding**
Airport										
Building Better Regions Fund Project - Freight Precinct Project	317,000	115,000	442,500	202,000		223,000			219,500	442,500
Electrical Connection for Fuel Depot	25,000	23,377								
Apron Lighting	70,000	0	70,000	70,000	17,500				52,500	70,000
Powerhouse & Generator (prior year insurance claim)		14,607								
Solar Panel Installation			60,000			60,000				60,000
Airside Doors and Airlock			60,000			60,000				60,000
Car Parking			15,000			15,000				15,000
Airport Precinct roofing upgrades			65,000		65,000					65,000
Total Airport	**412,000**	**152,984**	**712,500**	**272,000**	**82,500**	**358,000**	**0**	**0**	**272,000**	**712,500**
Engineering										
Roads Program	1,010,040	1,091,597	1,074,000		724,057	349,943				1,074,000
Plant & Equipment Program	284,000	232,866	621,500		349,000		60,500		212,000	621,500
Footpath-Main Rd (Camp Creek) to Shaw St		12,427								
Depot Fence	15,000	9,007								
Gatenby Carpark	64,500	35,500	29,000	29,000				29,000		29,000
Library Park-Pump Station Security Fence	18,200	0	18,200	18,200	18,200					18,200
Depot shed rebuild (insurance claim)		16,517	30,000	30,000				30,000		30,000
Depot workshop renovation & roof replacement		10,000	23,000		23,000					23,000
Town master plan project - Wayfinding signage			23,000					23,000		23,000
Signage - Dog Management Plan			15,000		15,000					15,000
Dog Pound			40,000		40,000					40,000
Total Engineering	**1,391,740**	**1,407,914**	**1,873,700**	**77,200**	**1,169,257**	**349,943**	**60,500**	**82,000**	**212,000**	**1,873,700**
Community Infrastructure										
Les Ross Park - Public Toilets Construction	74,750	5,015	70,000	70,000				70,000		70,000
Main St- Public Toilets Upgrade		16,434								
Museum Roof Replacement	35,000		39,000	39,000		20,000		19,000		39,000
Town Hall Roof Replacement	21,700		24,000	24,000				24,000		24,000
Lighthouse Painting (c/f to 2018/19 - reclassified to maintenance)	21,600									0
Snodgrass Park fence			13,000		13,000					13,000
Administration office - Archive Room compactus			12,000		12,000					12,000
Total Community Infrastructure	**153,050**	**21,449**	**158,000**	**133,000**	**25,000**	**20,000**	**0**	**113,000**	**0**	**158,000**

Capital Works Program

Adopted Capital Expenditure Program 2018/19				Adopted Funding Source 2018/19						
Activity	**Budget 2017/18**	**Forecast 2017/18**	**Adopted Budget 2018/19**	**C/over from 17/18**	**Accumulated Surplus**	**Grant**	**Proceeds from Sale**	**Reserves**	**Borrowings**	**Total funding**
Sports Grounds, Parks & Reserves										
Jaycee Park - Playground Equipment		840								0
MF Best Stand Electrical Upgrade	16,000	0	16,000	16,000				16,000		16,000
Grassy Playground Equipment	35,000	37,731								
Skate Park Upgrade	35,000	35,000								
Total Sports Grounds & Reserves	**86,000**	**73,571**	**16,000**	**16,000**	**0**	**0**	**0**	**16,000**	**0**	**16,000**
Waste Management										
New Cell Construction	350,000	216,000								
Capping of Existing cell			301,000	134,000	167,000				134,000	301,000
Cardboard Shredder	150,000	58,202								
HSE improvements to glass crusher & cardboard shredder			90,000	90,000					90,000	90,000
Parenna Amenities Shed			37,000					37,000		37,000
Total Waste Management	**500,000**	**274,202**	**428,000**	**224,000**	**167,000**	**0**	**0**	**37,000**	**224,000**	**428,000**
TOTAL	**2,542,790**	**1,930,121**	**3,188,200**	**722,200**	**1,443,757**	**727,943**	**60,500**	**248,000**	**708,000**	**3,188,200**

Roads Capital Works Program

Adopted Roads Program 2018/19				Adopted Funding Source 2018/19					
Activity	**Budget 2017/18**	**Forecast 2017/18**	**Adopted Budget 2018/19**	**C/over from 2017/18**	**Accumulated Surplus**	**Grant / Contrib**	**Reserves**	**Loan**	**Total Funding**
Roads Program									
Cape Wickham Road Seal	133,000	180,305							
South Road Seal	65,000	55,814							
Old Grassy Road Seal	45,000	88,187							
Old Grassy Road Reseal	0	144,418							
Pegarah Road Reseal	90,000	99,519							
Lancaster Road Resheet/Reconstruction/Trees	238,000	164,500							
Mount Stanley Road Resheet	119,000	119,000							
Robbins Road Resheet	218,000	152,000							
Missons Road Resheet	21,000	31,000							
Fraser Road Resheet			198,000		198,000				198,000
Manana Road Resheet			70,000		70,000				70,000
Reekara Road Resheet			60,000		60,000				60,000
Sealing program			600,000		250,057	349,943			600,000
Total Roads	**929,000**	**1,034,743**	**928,000**	**0**	**578,057**	**349,943**	**0**	**0**	**928,000**
Bridge program									
Bridge program			54,000		54,000				54,000
Total Bridges	**0**	**0**	**54,000**	**0**	**54,000**	**0**	**0**	**0**	**54,000**
Stormwater Program									
Edward Street - Kerb & Drainage	81,040	56,854							
Hickmott Street - Kerb & Drainage			44,000		44,000				44,000
John Street - Drainage			24,000		24,000				24,000
Horace Street - Drainage			24,000		24,000				24,000
Total Stormwater	**81,040**	**56,854**	**92,000**	**0**	**92,000**	**0**	**0**	**0**	**92,000**
TOTAL ROADS PROGRAM	**1,010,040**	**1,091,597**	**1,074,000**	**0**	**724,057**	**349,943**	**0**	**0**	**1,074,000**

Plant Replacement Program

	Budget 2017/18	Forecast 2017/18	Adopted Budget 2018/19
Plant Purchases			
Small Plant	20,000	10,000	20,000
Patrol Truck	50,000	36,878	
Light Vehicle x 3	84,000	77,019	
Skid Steer	50,000	51,988	
Trax Bucket	40,000		
VMS Boards x 2	40,000	41,001	
Water Tanker (Potable)		22,320	
Light vehicle - Xtrail or equivalent			27,000
Dual cab			44,000
$10m^3$ Tipper (2nd hand)			212,000
New tractor			145,000
Multi Roller			85,000
Nobli Mulcher			25,000
Canter Truck			52,000
Solar pump - Pearshape Quarry			11,500
TOTAL PLANT & EQUIPMENT	**284,000**	**239,206**	**621,500**
Funded By			
Plant Sales/Trade-ins			
TOTAL	**22,000**	**28,027**	**60,500**
Other funding sources			
Accumulated Surplus	262,000	211,179	349,000
Borrowings			212,000
TOTAL	**262,000**	**211,179**	**561,000**
TOTAL FUNDING	**284,000**	**239,206**	**621,500**

Summary of Employment Costs

Department	FTE Employees		Employee Costs	
	Budget 2017/18	Adopted Budget 2018/19	Budget 2017/18	Adopted Budget 2018/19
Administration	10.40	13.00	996,349	1,191,453
Infrastructure & Services	20.55	21.45	1,428,073	1,551,551
Total	**30.95**	**34.45**	**2,424,422**	**2,743,004**

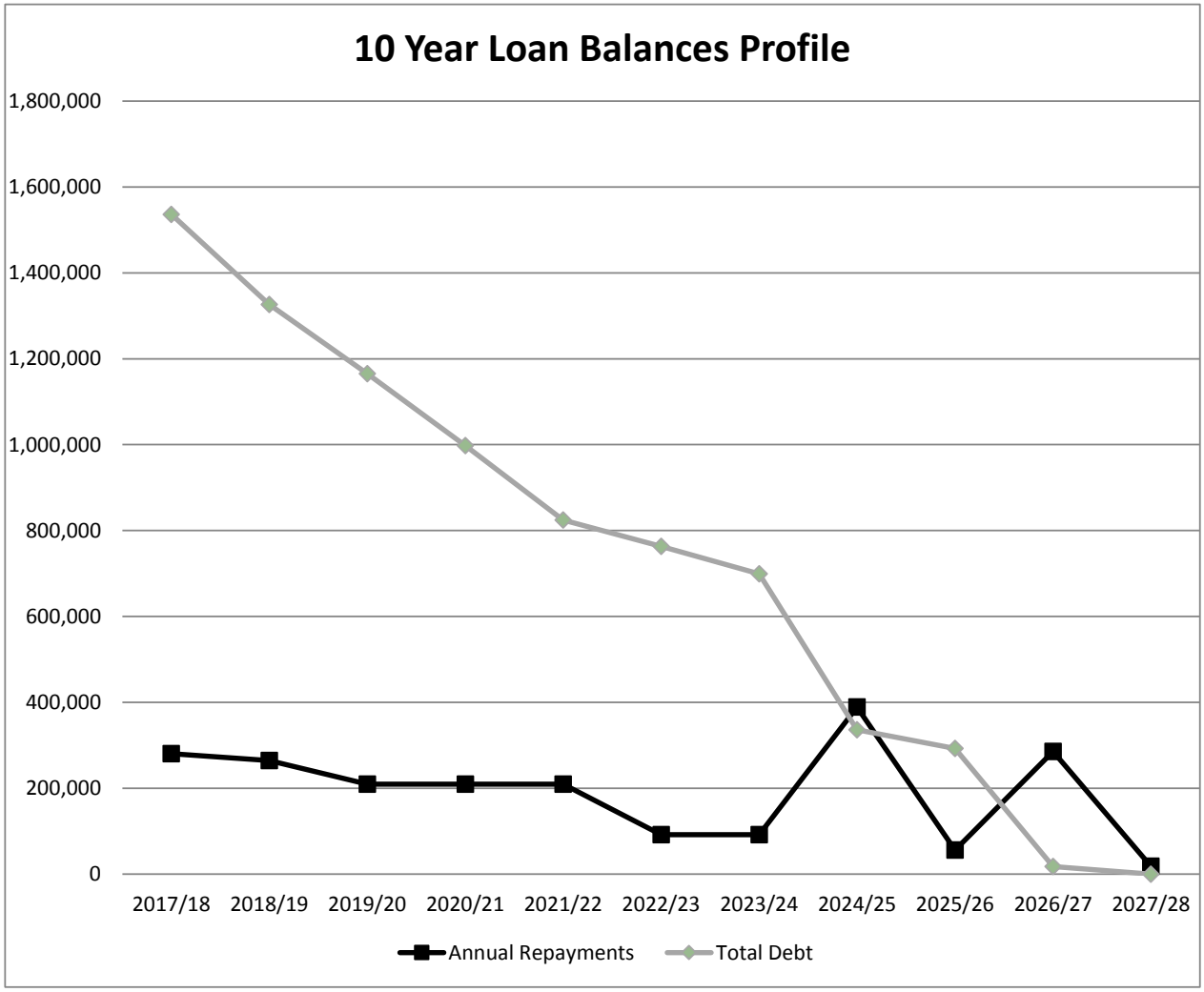
Notes
Disclosures above include all employment related expenses including payroll tax, superannuation, leave entitlements, and workers compensation insurance.

A reconciliation of employee costs disclosed in the Statement of Comprehensive Income to the total salaries and wages is provided below:

	Budget 2017/18	Adopted Budget 2018/19	Variance
Total salaries and wages	2,424,422	2,743,004	318,582
Less: amounts allocated to capital	-200,000	-200,000	0
Employee Costs per Statement of Comprehensive Income	**2,224,422**	**2,543,004**	**318,582**

10 Year Loan Profile

Financial Year	Interest	Principal	Annual Repayments	Total Debt
2017/18	59,614.71	220,664.29	280,279.00	1,536,231.73
2018/19	54,975.73	209,646.16	264,621.89	1,326,379.24
2019/20	47,721.71	161,450.53	209,172.24	1,164,928.71
2020/21	41,888.36	167,283.88	209,172.24	997,644.83
2021/22	35,838.09	173,334.20	209,172.29	824,310.63
2022/23	30,590.54	61,423.94	92,014.48	762,886.69
2023/24	28,268.60	63,745.88	92,014.48	699,140.81
2024/25	25,858.78	363,017.47	388,876.25	336,123.34
2025/26	12,223.93	43,777.55	56,001.48	292,345.79
2026/27	10,590.28	274,724.03	285,314.31	17,621.76
2027/28	495.90	17,621.76	18,117.66	0.00



Airport Operations

Resource Group	Budget 2017/18	Forecast 2017/18	Adopted Budget 2018/19
Income			
User Charges	474,668	406,926	833,746
General Grants	0	0	85,000
Reimbursements	10,500	10,500	11,000
Other Revenues	47,000	40,723	33,700
Total Income	**532,168**	**458,149**	**963,446**
Expenses			
Internal	-35,223	-35,223	-57,223
Employee Costs	-143,598	-147,500	-177,692
Contracts, Materials and Services	-219,415	-224,747	-318,505
Other Expenses	-90,237	-92,682	-147,247
Finance Costs	-14,890	-14,505	-30,935
Depreciation and Amortisation	-415,146	-415,146	-415,355
Total Expenses	**-918,509**	**-929,802**	**-1,146,957**
Grand Total	**-386,341**	**-471,653**	**-183,510**

Waste Management

Resource Group	Budget 2017/18	Forecast 2017/18	Adopted Budget 2018/19
Income			
User Charges	202,235	190,773	217,527
General Grants	0	0	0
Interest	0	4,000	0
Other Revenues	0	0	0
Rates	328,998	329,936	383,755
Total Income	**531,233**	**524,709**	**601,282**
Expenses			
Internal	-79,222	-79,222	-79,222
Employee Costs	-188,492	-179,638	-196,641
Contracts, Materials and Services	-362,145	-208,078	-367,530
Other Expenses	-11,500	-11,429	-12,090
Finance Costs	0	0	-16,063
Depreciation and Amortisation	-12,560	-12,560	-12,560
Total Expenses	**-653,919**	**-490,927**	**-684,106**
Grand Total	**-122,686**	**33,782**	**-82,824**

Quarry Operations

Resource Group	Budget 2017/18	Forecast 2017/18	Adopted Budget 2018/19
Income			
Other revenues	12,618	9,463	8,000
Total Income	**12,618**	**9,463**	**8,000**
Expenses			
Internal	-16,320	-16,320	-16,320
Employee Costs	-40,000	-27,140	-25,000
Contracts, Materials and Services	82,843	-181,410	-439,500
Other Expenses	-26,523	-21,618	-21,800
Total Expenses	**0**	**-246,488**	**-502,620**
Grand Total	**12,618**	**-237,025**	**-494,620**

KING ISLAND COUNCIL

KING ISLAND COUNCIL

FEES & CHARGES 2018-19

ADMINISTRATION FEES & CHARGES 2018/19

All fees and charges are inclusive of GST where applicable

Council encourages customers seeking photocopying and administration services to go to other providers such as KIRDO or Australia Post for these services.

Fee	Unit	Adopted Fee 2018/19
Certificates Under the Local Government (General) Regulations 2015, the fees for Certificates issued under Section 132 and Section 337 of the Local Government Act 1993, are set by the State Government and are subject to change. The value of a fee unit was increased by CPI from $1.53 in 2016/17 to $1.55 in 2017/18.		
Section 132 Certificate	per property	$47.40
Section 337 Certificate	per property	$209.35
Complaints Under the Local Government (General) Regulations 2015, the fees for making a complaint under Section 28V of the Local Government Act 1993, are set by the State Government and are subject to change.		
Making a complaint under Section 28V of the Act		$79.00
Right to Information Under the Right to Information Act 2009, the fees for applying for assessed disclosure under Section 16(1), are set by the State Government and are subject to change.		
Application for assessed disclosure		$39.50

COUNCIL FACILITIES FEES & CHARGES 2018/19

All fees and charges are inclusive of GST where applicable

Fee	Unit	Adopted Fee 2018/19
COUNCIL FACILITIES		
Council Chambers		
Room hire	per 4 hours or part thereof	$18.00
Use of projector, screen, whiteboard (chambers only)	per meeting	$18.00
Use of tea & coffee facilities (chambers only)*	per meeting	$18.00

** Hirer responsible for setting up/cleaning up & providing their own milk.*

Town Hall		
Foyer	per day	$11.00
Hall (includes foyer)	per day	$22.00
Supper room & kitchen	per day	$33.00
Whole complex	per day	$44.00

**Weekend rate - Friday 5pm to Sunday 5pm*

Community Organisations exempt from hire fees:
Special Committees of Council

Community Organisations exempt from set up/clean up hire fees but still required to pay hire fees for event at Town hall:
KI School Leavers Ball
KIDHS - Presentation Night
Imperial 20
KI Drama Club

Race Course Complex		
Regular Users Annual Charge		
King Island Racing Club		$2,500.00
King Island Show Society		$650.00
King Island Pony Club		$600.00
King Island Dressage Club		$500.00
Occasional Hire	per building per event	$44.00
	per grounds per event	$44.00
Electricity Charge for Fridges	per day/fridge	$3.00
Currie Sports Complex		
Regular Users Annual Charge		
King Island Football Association	per annum	$1,536 (plus electricity during football season)
Occasional Hire	per day	$44.00
Electricity Charge	per day	$10.00
Court Hire		Nil
King Island Airport		
Passenger terminal		
Occassional / event hire	whole building	$1,000.00
Hirer must also cover wages of ARO to be in attendence for the duration of the event, min. of 4 hour charge		
Refundable Deposits-For All Venue Hire		
Cleaning Bond		$120.00
Alcohol Bond		$300.00

DEVELOPMENT SERVICES FEES & CHARGES 2018/19

All fees and charges are inclusive of GST where applicable

Fee	Unit	Adopted Fee 2018/19
Planning Permit (Permitted Use)		
Project up to $200,000		$300.00
Project $200,000 - $500,000		$655.00
		Plus 0.3% of total project cost
Project over $500,000		$1,485.00
		Plus 0.3% of total project cost. Capped at $10,000
Change of use to visitor accommodation in an existing building with floor area <300m2 in the General Residential, Low Density Residential, Rural Living, Environmental Living or Village zones.		$250.00
Planning Permit (Discretionary Permit)		
Advertising Fee (applies to all discretionary applications)		$510.00
Project up to $200,000		$770.00
Project $200,000 - $500,000		$1,360.00
		Plus 0.3% of total project cost
Projects over $500,000		$1,741.00
		Plus 0.3% of total project cost. Capped at $30,000
Amendment to Planning Permit		$240.00
Amendment to Planning Scheme (S33)		$2,560.00
	Plus Tasmanian Planning Commission Charges	At cost
	Plus Advertising	$1,535.00
Amendment to Planning Scheme and DA (S43)		$2,560 plus applicable application fee
	Plus Tasmanian Planning Commission Charges	At cost
	Plus Advertising	$1,535.00
Application for Planning Permit extension of time (S 53)		$240.00
Part 5 Agreement		$265.00
	Plus all legal or professional fees incurred by Council	At cost

DEVELOPMENT SERVICES FEES & CHARGES 2018/19

All fees and charges are inclusive of GST where applicable

Fee	Unit	Adopted Fee 2018/19
Subdivision		
Application for permit		$1,145.00
		plus $139/lot
	Plus Advertising	$510.00
Boundry Adjustments		$310.00
	Plus Advertising	$510.00
Strata		
Certificate or approval or change to a strata plan		$333.00
Sealing of final plans & Adhesion Orders		$460.00
Signs		
Permit Code E7		$205.00
Environmental Management & Pollution Control		
Environmental Notices	per hour	$160.00
Building*		
Notification on completion of Low Risk Work - Categories 1 & 2		$60.00
Notifiable Works Category 3		$165.00
Building Permit - Project up to $200,000	Includes certificate of completion	$310.00
Building Permit - Project over $200,000	Includes certificate of completion	0.3% of total Project Cost capped at $1500
Extension of time to Permit		$110.00
Amendment of permit and plans		$155.00
Heating Appliance Compliance Notification		NIL
Heating Appliance Compliance Certificate		NIL
Permit of substantial compliance		$510 + applicable building permit fee
Application for a building certificate		$350.00
Industry Training Levy (building costs of $20,000 & over)		0.2% of estimated cost of works
Building Permit Levy (building costs of $20,000 & over)		0.1% of estimated cost of works

* General Manager to set a fee for any other prescribed matters.

DEVELOPMENT SERVICES FEES & CHARGES 2018/19

All fees and charges are inclusive of GST where applicable

Fee	Unit	Adopted Fee 2018/19
Plumbing		
Notification on completion of Category 2B works		$60.00
Certificate of Likely Compliance - category 3 -Notificable Work		$265.00
Certificate of Likely Compliance - Category 4 - Plumbing permit		$510.00
Plumbing Inspections	Per inspection	Ask for quotation.
Plumbing Permit - extension of time		$110.00
Amendment of permit and plans		$150.00
Health		
Food Business Licence application and renewal Low Risk		$164.00
Food Business Licence application and renewal Medium Risk		$189.00
Food Business Licence application and renewal High Risk		$210.00
Temporary Food Business		NIL
Environmental Health Officer report		$180.00
Systems for air & water – application & renewal		$125.00
Assessment of an application for the layout of a single burial ground		$246.00
Assessment of an application for the issue of registration of a private water supplier, renewal, assessment of a vehicle for potable water cartage		$123.00
Public Health Risk Activity		
Permit		$123.00

RANGER SERVICES FEES & CHARGES 2018/19

All fees and charges are inclusive of GST where applicable

Fee	Unit	Adopted Fee 2018/19
All Dogs MUST be microchiped unless exempt under Section 15A(2) of the Dog Control Act 2000 Renewal registration fee - Due by July 31st Registration forms need to be filled in and signed before a tag is allocated.		
Registration Fees		
Sterilised Dog (Certificate Required)		$28.00
Unsterilised Dog		$54.00
Working Dogs		$28.00
Pensioner (Sterilised Dogs Certificate Required)		$11.00
Pensioner (Unsterilised Dogs)		$28.00
Assistance Dog (Certificate Required)		Nil
Declared Dangerous Dog		$250.00
Restricted Breed Dog		$250.00
Declared Dangerous Dog Compliance Inspection		$56.00
Restricted Breed Dog Compliance Inspection		$56.00
Replacement Tag		$6.60
Animal Pound Fees		
Impounding Fee - Dog		$82.00
Impounding Fee - Livestock		At cost
Pound Fee	Per day or part thereof	$44.00
Parasite Treatment (Per Dog)		$11.00
Destruction Of Dog		$92.00
Surrender Of Dog		$51.00
Kennel Licence*		
Application fee		$102.00
Annual renewal including inspection		$56.00

* A kennel licence is required for keeping more than 2 dogs or more than 4 working dogs on the same premises.

Miscellaneous Fees		
Impound Vehicles		$298.00
Poundage	Per day	$20.00

INFRASTRUCTURE AND SERVICES FEES & CHARGES 2018/19

All fees and charges are inclusive of GST where applicable

Fee	Unit	Adopted Fee 2018/19
KING ISLAND AIRPORT		
1 July 2018 - 30 September 2018		
Landing Charges Charges for aircraft landing at the aerodrome are levied on a per tonne basis. This is determined on the aircraft's maximum take-off weight as shown in the Australian Aircraft Register. Training touch and go landings will only be charged one landing fee.		
Regular Public Transport Flights (RPT)	per tonne	$23.07
Non RPT, freight, charter and itinerant users	per tonne	$23.07
Non Commercial Flights	per landing	$11.00
Aircraft Parking Fees		
King Island Aero Club	per year	$1,280.00
Crop duster (or similar)	per year	$512.00
Single engine aircraft	per night	$11.25
Twin engine aircraft	per night	$16.50
Jet/Commercial aircraft	per night	$21.50
RPT and Medical	per night	$0.00
Miscellaneous Airport Fees		
Commercial vehicle and/or trailer parking - Use of parking space	per vehicle per annum	$342.00
Temporary Aviation Security Identification Card	per card	$65.00
New Terminal Entry Key-Cards	per card	$22.00
Replacement of Lost Terminal Entry Key-Cards	per card	$33.00

INFRASTRUCTURE AND SERVICES FEES & CHARGES 2018/19

All fees and charges are inclusive of GST where applicable

Fee	Unit	Adopted Fee 2018/19
KING ISLAND AIRPORT		
1 October 2018 - 30 June 2019		
Landing Charges		
Charges for aircraft landing at the aerodrome are levied on a per tonne basis. This is determined on the aircraft's maximum take-off weight as shown in the Australian Aircraft Register. Training touch and go landings will only be charged one landing fee.		
< 2 tonne MTOW	per tonne	$11.55
Commercial - passenger (excluding RPT)	per tonne	$36.30
Commercial - frieight	per tonne	$27.50
RPT and Non-commercial	per tonne	$27.50
Aircraft Parking Fees		
King Island Aero Club	per year	$1,280.00
Crop duster (or similar)	per year	$512.00
Single engine aircraft	per night	$11.25
Twin engine aircraft	per night	$16.50
Jet/Commercial aircraft	per night	$21.50
RPT and Medical	per night	$0.00
Passenger Charge		
RPT	per passenger movement	$7.50
Miscellaneous Airport Fees		
Commercial vehicle and/or trailer parking - Use of parking space	per vehicle per annum	$342.00
Temporary Aviation Security Identification Card	per card	$65.00
New Terminal Entry Key-Cards	per card	$22.00
Replacement of Lost Terminal Entry Key-Cards	per card	$33.00
CEMETERY		
Single depth burials (grave digging & cemetery costs)		$1,257.00
Child under 5		$650.00
Double depth burial		$1,704.00
Plot reservation		$448.00
After hours, weekend and public holiday burials (adult)		$1,704.00
After hours, weekend and public holiday burials (child)		$1,076.00
Exhumation		$1,917.00
Burial of ashes & plot		$204.00
Columbarium wall	per niche	$204.00
Record search	per hour after the first hour	$46.00

INFRASTRUCTURE AND SERVICES FEES & CHARGES 2018/19

All fees and charges are inclusive of GST where applicable

Fee	Unit	Adopted Fee 2018/19
WASTE		
Replacement Wheelie Bin		
240 litre	per bin	$125.00
660 litre	per bin	$568.00
Wheelie Bin Spare Parts		
240L wheels	per wheel	$19.00
240L axle	per axle	$29.00
240L lids	per lid	$34.00
Bin lid springs	per spring	$20.00
TRANSFER STATION		
General Waste		
50 litre Garbage Bag	per bag	$2.50
Wheelie Bin/Car boot/Station wagon	per bin	$8.00
Ute / Box Trailer		$12.00
Boggy/Kelp Trailer		$20.00
Green Waste	per m3	$11.00
Commercial Waste	per m3	$34.00
Commercial Cardboard	per m3	$25.00
Whitegoods (De-gassed)	per item	$10.00
Asbestos (by prior arrangement only)	per m3 - Min charge 1m3	$125.00
Motor Vehicle Bodies (fluids drained)	per vehicle	$160.00
Segregated Waste		
Waste oil		Nil
Car & motorcycle tyres	Note: 50% reduction for tyres that have been cut in half.	$6.00
Light truck & 4WD tyres		$13.00
Truck tyres		$18.00
Earthmover or tractor tyres		$21.00
Recyclable products separated & clean		
Car batteries		Nil
Aluminium cans		Nil
Steel cans		Nil
PET bottles		Nil
Residential Cardboard		Nil
Chemical containers (must be triple rinsed)		Nil
Glass bottles and jars		Nil
Commercial Waste Collection		
240L Collection	per pick up/per bin	$10.35
660L Collection	per pick up/per bin	$27.65

INFRASTRUCTURE AND SERVICES FEES & CHARGES 2018/19

All fees and charges are inclusive of GST where applicable

Fee	Unit	Adopted Fee 2018/19
QUARRY OPERATIONS	Minimum purchase quantity	Price per m^3
Pearshape Crushed-ex Quarry	10m3	$33.00
Pearshape Crushed-ex Depot	1m3	$50.00
Reekara Crushed-ex Quarry	10m3	$40.00
Reekara Crushed-ex Depot	1m3	$57.00
Screened Gravel – ex Depot	1m3	$82.00
Concrete Mix	1m3	$88.00
4 mm Aggregate	1m3	$55.00
7/10 mm Aggregate	1m3	$82.00
12 mm Aggregate	1m3	$122.00
14 mm Aggregate	1m3	$122.00
22 mm Aggregate	1m3	$92.00
Delivery Charges - Distance from Council Depot		
3 metre truck – single return trip		
<15 km		$52.00
15-30 km		$104.00
30> km		$174.00
6 metre tuck – single return trip		
<15 km		$82.00
15-30 km		$157.00
30> km		$262.00
10 metre truck – single return trip		
<15 km		$104.00
15-30 km		$207.00
30> km		$338.00
20 metre truck – single return trip		
<15 km		$122.00
15-30 km		$240.00
30> km		$398.00
Potable Water - delivery		
<15 km		$295.00
15-30 km		$355.00
30> km		$400.00
Potable water from standpipe (Taswater charge)	per KL (min 13KL)	$1.65

INFRASTRUCTURE AND SERVICES FEES & CHARGES 2018/19

All fees and charges are inclusive of GST where applicable

Fee	Unit	Adopted Fee 2018/19
MISCELLANEOUS		
Single vehicle escort - return trip + signage	per hour (min 4)	$88.00
Port-a-loo hire	Weekend (pick up Fri return next working day) Includes Cleaning	$232.00
	Weekly charge (7 Days) Includes 1 clean	$304.00
	Weekday Daily Charge (pick up and return next working day) Includes cleaning	$143.00
	Cleaning per loo	$70.00
Special events - Additional wheelie bins & rubbish pickup	660L 1 pick up per event	$175.00
	240L 1 pick up per event	$87.00
Marquee	per day	$55.00
Grandstand	per day	$83.00
Marquee and Grandstand Bond	per hire	$110.00
Woodchips	per 1m3	$25.00

KING ISLAND COUNCIL

KING ISLAND COUNCIL

ANNUAL PLAN 2018-19 (YEAR THREE)

KING ISLAND COUNCIL

ANNUAL PLAN – FY18 - 19

Year Three

Date of Report: 01/07/2018 – 30/06/2019

Responsible Officer abbreviations

General Manager	GM
Director, Corporate & Community Services	DCCS
Deputy Director, Corporate & Community Services	DDCCS
Director, Infrastructure & Services	DIS
Assets and Projects Engineer	APE
Technical Compliance Officer	TCO
Communications, Tourism & Events Officer	CTE
Development Services Officer	DSO
Economic Development Officer	EDO

1. COMMUNITY WELLBEING
Create a sustainable, resilient and adaptable community; through utilising community development strategies.

1.1 OBJECTIVE	**COMMUNITY DEVELOPMENT** To identify, improve and support community development strategies that generate benefits for the community of King Island.

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
1.1.1	Investigate competing demands for forecasting and responding to emerging community needs.	i. By Sept 2018	Develop plans that prioritise and respond to community needs expressed through consultation and feedback processes in past 12 months.	GM
		ii. By Dec 2018	Develop related costings to be included in budget development process.	GM
		iii. By Jan 2019	Delegate responsibilities for implementation of plans.	GM
		iv. By Mar 2019	Delegate responsibility for implementing priority strategies from KI Airport Masterplan 2018	GM
		v. By Jun 2019	Collaborative relationship will be achieved with KITI – to facilitate the development of a tourism marketing plan for KI to be driven by KITI.	CTE
1.1.2	Encourage population stability and growth by facilitating opportunities to attract identified residential development and services.	i. Ongoing	Evidence of facilitating access to residential accommodation for existing employers and new investors/developers	EDO
		ii. Ongoing	Evidence of promotion of KI as destination for workers and families	EDO / CTE
1.1.3	Build and support our community's capacity to provide services, programs, and events that are responsive to community need.	i. By Sept 2018	Mentor committee members and facilitate development of a Sponsorship package for FOKI 2019	CTE
		ii. On-going	Participation in:	
			▪ Cultural Centre meetings and events	DDCCS
			▪ Cultural Centre, Historical Society and KITI meetings and events	CTE
			▪ Chamber of Commerce, KIRDO, KI Shipping Group, KI Brand Management, Airport Advisory meetings and events	EDO
			▪ Emergency Management meetings and events	DIS / TCO
		iii. By Jul 2018	Sponsorship Policy developed and implemented	CTE
		iv. By Sept 2018	Needs identified from community needs assessment 2017 Community Survey prioritised	DCCS
		v. By July 2018	Council grants, programs, and processes revised	DCCS

1.COMMUNITY WELLBEING
Create a sustainable, resilient and adaptable community; through utilising community development strategies.

1.2 OBJECTIVE	**COMMUNITY ENGAGEMENT** To engage with our community through collaborative consultation, information sharing and seeking input that informs our decisions

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
1.2.3	Work collaboratively with all levels of Government and Non-Government Organisations (NGO's) to address and advocate for the emerging community needs.	i. Ongoing	Evidence of robust community consultation in the development and implementation of significant strategies, plans and initiatives.	EDO
		ii. Ongoing	Evidence of continued collaboration with state and federal government and NGOs to address and advocate for community needs.	EDO
		iii. By Sept 2018	Continued promotion and adaptation of the Business Opportunities Prospectus, in partnership with member organisations of the DAP Leadership Group	EDO
		iv. By Jan 2019	(Subject to funding from BBRF) Complete Worker Accommodation Project, inc. lease of up to 7 units to KI employers and new developers	DIS
1.2.4	Provide connections within the community for young people to remain engaged through education and employment opportunities.	i. Annually	1.Continue to build relationships with local businesses to facilitate opportunities for students from the KIDHS	DCCS
		ii. August each year	Identify apprenticeships, traineeships and skills gaps from businesses (Utilise the King Island Chamber of Commerce – King Island Workforce Capability Study – Final 8 Feb 2017, RSC Tourism and The Work Lab)	DCCS
		iii. By Dec 2018	Complete acquittal of Foundation for Rural Regional Renewal grant for on-island delivery by Tas TAFE of a Cert III in Hospitality	EDO

2. INFRASTRUCTURE AND FACILITIES
Support our population and future growth through public infrastructure, services, land use and development strategies that create a connected, sustainable and accessible community.

2.1 OBJECTIVE	**COUNCIL ASSETS** Review and develop plans and processes with relevant stakeholders

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
2.1.1	Review the King Island Strategy Plan 2008 and the King Island Recreation Plan 2008, prior to making decisions on existing and new community infrastructure, assets and to inform land use planning.	i. By June 2018	Review of Strategy Plan 2008 (Land Use) completed and KI Council Land Use Strategic Plan 2018 developed	DSO
		ii. By August 2018	Engage with Community about KI Council Land Use Strategic Plan 2018	DSO
		iii. By October 2018	KI Council Land Use Strategic Plan 2018 to Council for adoption TDS 3.1 +3.2.2	DSO
		iv. By July 2018	Engage consultant identified in December 2017 EOI to undertake the KI Recreation Plan 2020-29 project	DCCS
		v. By Jan 2019	Coordinate consultant's delivery of the KI Recreation Plan 2020-29	DCCS
		vi. By Feb 2019	KI Recreation Plan 2020-29 adopted by Council	GM
		vii. As determined *(Dates will be set in the Plan)*	Implement recommendations from the KI Recreation Plan 2020-29	DIS
2.1.2	Revise strategies and activities for waste management including the collection, recycling, and landfill management.	i. By July 2018	Engage consultant identified in December 2017 EOI to undertake the project	TCO
		ii. By March 2019	Coordinate consultant's delivery of the KI Waste Management Strategy 2020-29	TCO
		iii. By April 2019	KI Waste Management Strategy 2020-29 adopted by Council	GM
		iv. As determined *(Dates will be set in the Plan)*	Implement recommendations from the KI Waste Management Strategy 2020-29	TCO

2.1.3	Develop a business case rationale and policy for fees and charges for use/hire of Council assets that reflect a user pays model for equality.	i. Dec 2018	Asset Management Plans developed	APE
		ii. Sept 2018	To identify applicable Council assets and users to develop the framework for the business case	DCCS
		iii. By Jun 2019	User Agreements will be in place for any existing arrangements	DCCS
2.1.4	Maintain Council assets in accordance with relevant planning and policy documents.	i Dec 2018	Develop asset management plans and policies that meet compliance with the Local Government Act 1993	APE
		ii Jan 2019	Asset management plan and policy adopted by Council.	DIS
		iii Mar 2019	Link asset management plan to both annual budget planning and the Long-Term Financial Plan	DCCS
		iv Feb 2019	Implement asset management plans (both financial and physical management)	DIS
2.1.5	To source funding to prepare Master Plans to guide future growth and development for Currie, Grassy, and Naracoopa.	As determined *(Dates will be set in the Plan)*	*(Note: Funding achieved in May 2017, and final report scheduled for presentation to Council in May 2018.)* Implementation of Township Master Planning recommendations adopted by Council in FY2017-18	GM

2. INFRASTRUCTURE AND FACILITIES
Support our population and future growth through public infrastructure, services, land use and development strategies that create a connected, sustainable and accessible community.

2.2 OBJECTIVE	**TRANSPORT** To advocate for fit for purpose freight and transport services (sea and air) for the island's economy and accessibility

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
2.2.1	Our shipping service is reliable, affordable and fit for purpose by continuing to advocate and lobby governments.	i. Ongoing	Refer to: ▪ 1.1.3 ii ▪ 1.2.3 i ▪ 1.2.3 ii	EDO
		ii. By July 2018	Lobby state Government to action the recommendations of the Tasmanian Legislative Council's 2017 Inquiry into Freight Services for King Island	EDO
2.2.2	Advocate and seek funding for the Grassy port to be upgraded to increase port capacity.	Ongoing	Evidence of engagement with TasPorts, state and federal Government, and other key stakeholders to promote investment in the port	EDO
2.2.3	Advocate keeping freight, energy, and fuel costs equitable for economic activity, which includes the freight equalization scheme.	On-going	Evidence of engagement with state and federal Government and other key stakeholders to advocate for equitable freight, energy and fuel costs on KI	EDO
2.2.4	From the demand analysis, coordinate proactive planning and contingencies.	i. On-going	Refer to ▪ 4.1.1	EDO
		ii. By July 2018	KI Airport Master Plan 2018 adopted by Council	GM
		iii. As determined	Coordinate implementation of Ki Airport Master Plan 2018 recommendations	EDO
		iv. By July 2018	Refer to: ▪ 2.2.1 ii	EDO

2. INFRASTRUCTURE AND FACILITIES
Support our population and future growth through public infrastructure, services, land use and development strategies that create a connected, sustainable and accessible community.

2.3 OBJECTIVE	**AIRPORT** To implement the Airport Master Plan

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
2.3.1	Identify current and future needs in the context of vision and strategic priorities.	i. By July 2018	KI Airport Master Plan 2018 adopted by Council	GM
		ii. As determined	Implement the recommendations of the KI Airport Master Plan 2018	DIS TCO EDO
		iii. By Dec 2018	Increased availability and display and merchandise of local produce and products to complete the Visitor experience at airport – volume, access and aesthetics	CTE
2.3.2	Implementation of the recommendations from the Airport Master Plan 2015 that required immediate attention.	i. June 2019	Develop an assessment of the projected useful life of the runway, along with recommended intervention strategies (which may include resealing) – report Jun 2019	DIS
		ii. By Jun 2019	RPT sealed apron parking extensions constructed	DIS
		iii. By Feb 2019	Sealed freight precinct and buildings have been constructed	DIS
		iv. By Feb 2019	Commercial agreement in place with aviation fuel depot operator	EDO
2.3.3	Review the business model for the airport to ensure that it is based on a commercial framework for its operation.	i. By Dec 2018	With regard to the recommendations of the Airport Master Plan 2018, review current commercial arrangements in place at the airport	EDO
		ii. By Dec 2018	Draft a strategy to guide future commercial arrangements and business opportunities at the airport	EDO
		iii. By Mar 2019	Develop an operating budget for FY2019-20 for the airport that breaks even or makes a profit	EDO TCO
2.3.4	Develop opportunities for a business precinct at the airport.		Refer to: ▪ 2.3.1 iii ▪ 2.3.3 ii	 CTE EDO

2.3.5	Investigate transition of the airport to a wholly owned corporation/ business unit.		Refer to: ▪ 2.3.3	EDO

2. INFRASTRUCTURE AND FACILITIES
Support our population and future growth through public infrastructure, services, land use and development strategies that create a connected, sustainable and accessible community.

2.4 OBJECTIVE	**TELECOMMUNICATIONS** To support the island's telecommunications and business development in line with the national framework

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
2.4.2	Pursue improved service access and data speed across the island including the upgrade of the microwave connection to the mainland.	i. By Jun 2019 ii. As determined	Coordinate acquittal of $20,000 grant from Department of Premier & Cabinet to develop a telecommunications action plan for King Island Coordinate the implementation of the telecommunications action plan	EDO DIS
2.4.3	Review the continuation of the IT System implementation and upgrade.	By Dec 2018	Review and update IT strategy +	DCCS

3. TOURISM, MARKETING, AND EVENTS
Sustainable promote, develop and support the growth of King Island's tourism

3.1 OBJECTIVE	**TOURISM** To support the growth of Tourism on King Island

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
3.1.3	Support growth of recreational and ecotourism activities through consultation, planning, and advocacy.	On-going	Assist with marketing and audience development of the Wings on King two surveys each year.	CTE
		On-going	Working with Parks and Wildlife and other community groups to facilitate Clean Up King Island Day as an annual event.	CTE
3.1.4	Support and enhance Council led events.	On-going	Build capacity in community to deliver events	CTE
		On-going	Event manage Australia Day and Clean Up King Island Day	CTE
3.1.5	Participate in the implementation of the Destination Action Plan and implement Council actions.	Feb 2019	Investigate development of retail and/or open studio trail around Island to extend and enhance golf visitations.	CTE
3.1.6	Participate and demonstrate leadership in processes that determine destination governance and destination development for King Island.	Sept 2018	Participation and inclusion in Cradle Coast Regional Arts & Events Strategy	CTE
		Jun 2019	Applying relevant finds from Strategy to existing events to aid in audience development.	CTE
		Nov 2018	Undertake market testing for small cruise ship visits.	CTE

4. ECONOMIC DEVELOPMENT
Achieve economic viability through facilitating economic development that supports appropriate and sustainable growth

4.1 OBJECTIVE	**BUSINESS DEVELOPMENT** To support existing and new businesses viability, development, and growth

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
4.1.1	Undertake a demand analysis that articulates current and emergent needs related to business investment, development, and expansion.		Refer to: ▪ Participation with Chamber of Commerce ▪ Worker accommodation project ▪ Airport Master Plan ▪ Shipping freight inquiry ▪ Business Opportunities Prospectus	EDO
		Dec 2018	Participate in the Cradle Coast Authority development of a regional Futures Plan *[The Futures Plan is going to include an assessment of KI's current economic drivers and provide context of what might help drive further growth and development and consolidate existing economic drivers.]*	EDO
4.1.2	Provide information about opportunities for emerging business demand; alongside relevant regulations and potential funding sources.	Dec 2018	Refer to: ▪ Business Opportunities Prospectus	EDO
4.1.3	Participate in the implementation of the DAP and implement actions that Council has responsibility for.	i. By June 2019	Coordination of and participation in four DAP Leadership Group meetings and four Mini-DAP meetings in FY2018-19	EDO
			Refer to: ▪ Destination Action Plan Action Tracker, as updated after each DAP Leadership Group meeting	EDO

4. ECONOMIC DEVELOPMENT
Achieve economic viability through facilitating economic development that supports appropriate and sustainable growth

4.2 OBJECTIVE	**ECONOMIC DEVELOPMENT** Facilitate local economy opportunities for business development and employment opportunities

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
4.2.3	Continue to participate in promoting and protecting the King Island Brand.	i. Oct 2018	Conduct a workshop with key stakeholders, including KI community, to review and refine the King Island Brand	EDO
		ii. Oct 2018	Review and update the Terms of Reference for the King Island Brand Management Group	EDO
		iii. Dec 2018	Evidence of continual review of trademark applications relating to KI place or produce, with a view to ensuring protection of the KI Brand	EDO
		iv. Dec 2018	Active promotion of King Island place and produce in collaboration with KITI, CCA, Brand Tasmania and other stakeholders as identified.	EDO
4.2.4	Retain young people on King Island through increased post year ten options and increased vocational and on the job training and skills development opportunities.		Refer to: ▪ 1.2.4	
		i Aug 2018	Identify potential traineeships/ cadetships/ apprenticeships with Council and advise KIDHS.	DCCS
		ii Aug 2018	Participate annually in KIDHS Year 10 Work Experience program	DCCS

5. NATURAL ENVIRONMENT
Our island's unique natural and built environment are sustainably respected and cared for

5.1 OBJECTIVE	**ENVIRONMENT** To ensure our Island's natural and built resources are protected in ways that sustain our economic, environmental and social development

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
5.1.1	To ensure existing and future development is consistent with environmental goals, councils vision and guiding principles, current plans and policies.	i. Dec 2018	Endorsement by Council of Asset Management Plan and Asset Management Policy.	DIS
		ii. Jan 2019	Annual King Island Council Bridge Management System reviewed.	DIS
		iii. Dec 2018	Lobby for improvement in State Growth road – to reconstruct full length of Grassy Road to an acceptable standard	GM
		iv. Sept 2018	New contract negotiated with State Growth for development and maintenance of State road network on KI	GM
		v. Ongoing	Maintain compliance with current Planning Scheme and State government policies and regulations	DSO
5.1.2	To plan to safeguard the quality of soil, water, clean air and visual amenities.	i. Nov 2018	Undertake twice yearly monitoring of landfill and quarry sites	TCO
		ii. Dec 2018	Implementation of best practice / cost effective measures to meet compliance obligations with the Environmental Protection Agency and other government regulators	DIS
		iii. Ongoing	Developing and implementing Local Provision Schedules of Tasmanian Planning Scheme	DSO

5.1.3	To ensure planning and decision-making take into account physical, cultural, social and economic impacts; particularly for long-term planning; intergenerational equity principles.	i.	Primary reference: DAP 2.2. Identify land availability and facilitate appropriate land use planning to support accommodation development. + 2.3 Facilitate and accelerate the current pipeline of accommodation development. TDS 1.2 - Six Key Principles Principle 1 Adoption of national standards and accreditation for developments Principle 2 Consistency with planning reform at regional and state levels Principle 3 Flexibility in planning controls, particularly for visitor accommodation Principle 4 Use of appropriate consultation processes Principle 5 Encouragement of adaptive reuse of heritage sites for tourism developments Principle 6 Recognition of significant visual and cultural landscapes TDS 3.3.3 Facilitate and accelerate the current pipeline of accommodation development.	
		ii. By Nov 2018	KI Land Use Strategic Plan 2018 – adopted at Council meeting October 2018	DSO
		iii. As determined	Prioritise actions identified in KI Land Use Strategic Plan 2018	DSO
		iv. By Nov 2018	Transition to Tasmanian Planning Scheme	DSO

6. GOVERNANCE AND ORGANISATIONAL DEVELOPMENT
Provide high-quality professional governance, advocacy, and leadership together with effective administration of Council resources

6.1 OBJECTIVE	**ADVOCACY AND LEADERSHIP** To improve the economic, social, and environmental wellbeing of the King Island municipality

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
6.1.1	Utilise the King Island Key Issues 2016 and Priority Projects 2016 documents to advocate for the Local, State, Regional and Federal Government; to address the urgent issue identified.	On-going	1. Advocate current and future issues 2. Build relationships 3. Communications strategy with all levels of government KIPP and Key Issues – 1. GRASSY PORT UPGRADE AND SHIPPING SERVICE 2. KING ISLAND AIRPORT MASTER PLAN IMPLEMENTATION 3. WASTE MANAGEMENT FACILILITES UPGRADE 4. TOWN MASTERPLANS 5. TELECOMMUNICATIONS	GM
6.1.2	Develop and implement the Emergency Management Plan.	i. Quarterly/ annually ii. By Jan 2019	Participating in training + facilitating and participating in meeting schedules and exercises. Review and update of KI Emergency Management Plan 2016 – due December 2018	DIS DIS
6.1.3	Support the concept of the Service Centre Development in Currie.	Dec 2018 Jun 2019	KIPP and Key Issues 1.Working Party of key stakeholders established 2. Concept plan developed and project costing established *(Hub at RSL building – 2018 election promise – funding for $20,000 scoping + $100,000 building) - advocacy*	 GM GM
6.1.4	Advocate for health and emergency services to keep pace with growing demand.	Sept 2018	Primary reference: Key Issues P4 + Key Issues Exec Summary P7 Ascertain needs as articulated by key stakeholders during individual meet and greets throughout introduction to KI community	 GM
6.1.5		By Oct 2018 By Sept 2018	King Island Council (ten year??) Strategic Plan developed Arts & Cultural Development Plan developed	

	Develop and implement the King Island Strategic Planning Framework 2018	By Sept 2018	Economic Development Plan developed	
		By Dec 2018	Social Plan developed	
		By Sept 2018	Risk Management strategy and policy developed	
		By Nov 2018	Risk Management plans in place	
6.1.6	Develop a Public Health Plan 2018 that meets the requirements of the LG Act 1993 s72(1)(ab)& (1A), Public Health Act and any other relevant statutory requirements	By Sept 2018	Strategies will be identified and implemented towards meeting the public health needs of persons within King Island	
		By Mar 2019	Strategies will be evaluated to inform development of Public Health Plan 2019	

6. GOVERNANCE AND ORGANISATIONAL DEVELOPMENT
Provide high-quality professional governance, advocacy, and leadership together with effective administration of Council resources

6.2 OBJECTIVE	**GOVERNANCE** Provide consistent, accountable, transparent and effective governance of the King Island Council

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
6.2.1	Review the Council's governance process, in terms of the policy framework which covers Governance, General Manager Directives, and Redundant Policies.	i. Aug 2018 ii. July 2018 iii. Oct 2018	Policies in place to meet Legislative compliance Council rescinds outdated/ superseded policies Review policy framework	DCCS DCCS DCCS
6.2.2	Develop a community engagement model to facilitate community participation and consultation in decision-making.	i. Sept 2018 ii. Oct 2018	Number & type of communication tools developed and utilised, such as: • Newsletters • Media Releases • Advertisements • Radio and T.V Interviews • Facebook • Website Review and redevelop KI Communication Strategy – Inform & Engage	CTE CTE
6.2.3	Examine specific service delivery options between Council and other providers.	Sept 2018	Evidence of cooperation with other councils in Cradle Coast Region to pursue opportunities to progress resource sharing options where there is demonstrated benefit for KI. *(refer Cradle Coast Authority Shared Services Project).*	DCCS
6.2.4	Examine opportunities to resource share between other local councils, with the aim to improve efficiency and provide effective service.	Oct 2018	Number and type of resource sharing initiatives undertaken	GM
6.2.5	Communicate Council's decisions, policies, and activities and the reasons behind them, through Council's website and publications.	Monthly	Number & Type of communication tools developed and utilised, such as: • Newsletters • Media Releases • Advertisements • Radio and T.V Interviews	CTE

			• Facebook • Website	
6.2.6	Ensure Council meets its statutory obligations and manages corporate & community risk	Dec 2018 Feb 2019	Identify all compliance requirements Undertake an internal audit of compliance requirements	DCCS DCCS

6. GOVERNANCE AND ORGANISATIONAL DEVELOPMENT
Provide high-quality professional governance, advocacy, and leadership together with effective administration of Council resources

6.3 OBJECTIVE	**FINANCIAL MANAGEMENT** Provide long-term financial viability planning for the municipality

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
6.3.1	Develop and annually review a financial strategy outlining how Council intends to meet the financial requirements (in line with the budget process) of its Asset Management Plans and other strategic plans.	Sept 2018	Long-term financial plan developed in line with the Asset Management Plans (refer 2.1.4).	DCCS
6.3.2	Examine and review the costs associated with the provision of facilities and where necessary provide cogent information in which Council can make informed decisions about community facilities/service obligations.	Sept 2018	Number of facilities reviewed in 12-month period. *(Reviews to incorporate micro and macro economic impacts to the island which can be utilised by the King Island Council and community members.)*	DCCS
6.3.3	Undertake a review of Council's current grants and sponsorship arrangements to ensure fairness and equity.	Oct 2018	Recommendations for budget estimates workshop	DCCS
6.3.4	Develop and maintain policies and operational plans that are affordable to the community and sustainable into the future.	Aug 2018	Budget process including review cycle to be developed and implemented.	DCCS

6. GOVERNANCE AND ORGANISATIONAL DEVELOPMENT
Provide high-quality professional governance, advocacy, and leadership together with effective administration of Council resources

6.4 OBJECTIVE	**EMPLOYEE DEVELOPMENT** To develop skilled, experienced, motivated and accountable staff

NO:	STRATEGY	TIMELINE	PERFORMANCE MEASURE	RO
6.4.1	Provide and maintain adequate staff and resources levels to meet changing needs.	Dec 2018	HRM review for additional HR requirements	GM
6.4.2	Retain an in-house skills base to overcome the issue of succession planning and skill shortage.	Mar 2019	1. Succession plans and individual staff development plans in place for all staff 2. Source appropriate training for staff	GM
6.4.3	Demonstrate commitment to the organisation's values and behaviours document and corresponding Action Plan (developed in Dec 2015).	Aug 2018 Nov 2018 Feb 2019 May 2019	Quarterly review of action plan and implementation of actions	GM
6.4.4	Conduct annual reviews of staff performance in relation to support services and the maintenance of accurate records.	Dec 2018	Individual Performance Reviews undertaken	GM

VI. Appendices – Source Documents Cited - Plans, Reports, and Strategies

No	Title of Document	Date	Abbreviation	Strategies
1.	King Island Council – Strategic Plan – Land Use and Development	2008		
2	MoHow – King Island Youth Strategy - Conwell Wagner	2008/2009		
3	Currie Harbour Structure Plan – King Island Council – Ref: 22423-01	January 2007		
4	King Island Strategy Plan Report – King Island Council – Project Ref No: 22654-001	March 2008		
5	King Island Recreation Plan – Final Report – HM Leisure Planning Pty Ltd	December 2008		
6	King Island Council – Strategic Plan	2011 – 2020		
7	King Island – Socio-economic Stock, Flows and Prospects - Strategic Economic Solutions	June 2015		
8	King Island Airport Master Plan	21 June 2015		2.3
9	King Island Context Analysis – Business Sense Prepared for the King Island Council	November 2015		
10	King Island Council – Annual Report 2010 – 2015	17th November 2015		
11	Helen Rees – Council Consultation Process	2015 – 2016		
12	King Island Destination Action Plan 2016 – 2020 – Cradle Coast	18th February 2016	DAP	1, 2, 3, 4
13	Regional Development Australia – Tasmania – King Island Visit – Summary Report	April 2016	RDA	
14	King Island Council – Tourism Development Strategy 2016 – 2020	May 2016	TDS	2, 3, 4
15	Budget Estimates 2016 - 2017	May 2016		
16	King Island Council – Key Issues 2016	19th May 2016	KISS	
17	King Island Council – Key Issues – Executive Summary 2016	19th May 2016	KIES	
18	King Island Council – Priority Projects 2016	19th May 2016	KIPP	2, 5

Others documents cited:

- Waste Management Plan
- Sustainable Murchison 2040 Community Plan Regional Framework Plan
- King Island Municipal Emergency Management Plan – May 2016 – Issue 9- King Island Visitor Survey – April 2015 – March 2016 – Prepared by King Island Council
- King Island Chamber of Commerce – King Island Workforce Capability Study – Final - 8 February 2017 – RSCTourism and The Work Lab

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