

STRATEGIC PLAN

2022 – 2032

KING ISLAND COUNCIL



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PROUDLY SERVING KING ISLAND AND OUR COMMUNITY SINCE 1907

PURPOSE

King Island Council ('Council') shares a unique distinction with Flinders Council, the other Bass Strait Island municipality, of being the smallest and most remote Tasmanian local government authority with the lowest revenue base.

Since 1907, Council has proudly represented, governed, and delivered essential community infrastructure and services for the health, wellbeing, and sustainability of our island, our residents, visitors, and our diversified and productive economy.

Over its history, Council has remained financially viable in providing not only the same local government roles and functions as much larger councils but additional functions unique to a small island, including responsibility for the airport, broadcast television, radio, and two-way radio facilities, quarries, civil construction services, and former government, now heritage-listed, lighthouse, museum, and jetty assets.

The purpose of this King Island Council Strategic Plan 2022 - 2032 is to inform and guide the development and implementation of the Council's annual plans and budgets. It is a living document to be regularly reviewed and updated in consultation with our community and stakeholders

THE PLAN

The Plan presents the vision, mission, goals, and strategies for Council to continue the proud tradition of local community governance and delivering its roles and functions in the best interests of our island and our community for the next 10 years and beyond.

It builds on previous plans developed in close consultation with our community and considers the strategic challenges and practical realities of living, working, and implementing 'one-size-fits-all' government legislation on a Bass Strait Island.

The Plan has been prepared in accordance with the *Local Government Act 1993* with the intention to integrate into Council's long-term strategic asset management and financial management plans and policies.

INVITATION TO REVIEW AND COMMENT

Our residents, community groups and businesses are invited to review and contribute their views on the Plan. Contributions are also invited from off-island based organisations, businesses and stakeholders who provide services and support our island.

Given the significant impact Tasmanian and Commonwealth government policy, legislation and compliance has on the sustainability of Council and the island, it is particularly important for their agencies and authorities to contribute and assist Council integrate the Plan with their respective roles and responsibilities.

The Plan will be edited on the basis of comments received and submitted to Council for final approval.

KING ISLAND – SIMPLY DIFFERENT, SMALL AND SUSTAINABLE

For those who have never been here, King Island is a place of outstanding natural beauty and resources located at the western entrance to Bass Strait, halfway between the northwest coast of Tasmania and Victoria in the roaring forties.

Compared to mainland Tasmanian communities, King Island is quite different. These differences are embraced in this Strategic Plan to ensure the roles and functions of the King Island Council are closely aligned and integrated with the values, identity and sustainability of King Island and our community, environment, and economy.

Simply Different Community

As an island off mainland Tasmania and mainland Australia, King Island is very small with a total area of 1,098 square kilometres and a population of 1,600 permanent residents.

Approximately 70% of our island has been converted to lush pasture for agriculture, firstly by free settlers in the late 1800s and then through government soldier settler schemes after World War 1 and World War 2. The remaining 30% retains its natural vegetation, which is recognised for its ecological values and as habitat for our island's unique and, in some cases, endangered wildlife.

The vision, enterprise and hard work of past and current generations have built a diversified economy and brand renown for premium beef, cheese, crayfish, king crab, scheelite and sand mineral deposits, harvested kelp, and as a destination for world class golf, surfing and a unique island holiday escape.

This success continues to require the community to deal with the practical realities and high costs of working and living on a remote Bass Strait Island. The principal challenge is the critical reliance on air and sea transport to access services, goods, and markets. Whereas other Tasmanians rely on road transport, the logistics of air and sea transport adds some 20% to 30% or higher to the cost of living and doing business.

A major strategic priority for this Plan is to continue to improve island access to underpin the island's long-term sustainability.

The practical challenges of island life have also created a strong, independent, and resilient community proud of the island's identity, its remarkably beautiful and wild environment, its unique history, and way of life. Residents enjoy an unmatched level of personal safety, freedom and friendliness that is only possible in small

close-knit communities. They also welcome visitors to experience the island, its hospitality and share stories of what makes it so special.

Residents also take immense pride in the community's long history of voluntary service and supporting a broad range of sporting, recreational, cultural, heritage, environmental and social groups, activities, and events.

This commitment to service is most notably demonstrated by the considerable number of men and women who served in the nation's armed services, especially during times of war, and those who continue to enlist. It is also demonstrated by those dedicated residents who provide essential government services as ambulance, fire, emergency management and social support volunteers.

A major priority for this Plan is for Council to continue to commemorate, celebrate and support the volunteers who do so much to protect and enhance the quality of life and community wellbeing on the island.

Productive, Resilient and Diversified Economy

The King Island economy is built on its natural, marine, and mineral resources, is highly productive, diversified and a significant contributor to the Tasmanian economy. The most significant indicator is that more than 20% of Tasmania's premium beef is produced here and exported to mainland Tasmania and Victoria for processing and distribution.

The economy is not static and has shown remarkable resilience to adapt and recover from major economic shocks and job losses such as when the Grassy scheelite mine and then the beef abattoir closed. The COVID-19 pandemic and changing trade relationships with China have provided the latest challenges, especially for tourism and fishing industry and businesses, however, it is the diversity of the Island's economy which continues to be the strength sustaining the community.

There are also long-term and ongoing challenges that continue to impact businesses, create potential risks, and constrain investment. These include air and sea transport costs and logistics, poor telecommunications, difficulties accessing bank loans, a tight labour market with unemployment levels consistently less than 2% and a shortage of worker accommodation.

This is balanced by significant opportunities to further strengthen the economy. The most immediate opportunity is the re-opening of the Grassy scheelite mine, which will generate a significant number of new jobs, revitalise the Grassy township and boost economic activity.

There are also approved plans for golf tourism developments, a telecommunication upgrade co-funded by Council, a new abattoir and government funding to improve recreation, sporting, and community facilities.

A strategic priority for this Plan is to work with stakeholders to address these constraints and facilitate economic development opportunities while ensuring Council fulfils its responsibilities to maintain fit-for-purpose, essential road, airport, and waste management infrastructure that support the economy.

Population Trends

The island's resident population trends largely follow local employment trends and those who choose to live here for social and lifestyle reasons. When the former scheelite mine and abattoir were in full operation the population peaked over 2,500 but has since declined to its current level of 1,600.

However, growth indicators for the coming 10 years look promising given the plans noted above and a modest net increase in population is possible in the range of 100-300 people. This increase can easily be accommodated by Council's existing infrastructure and any assets created in association with new development, such as subdivisions.

Environmental Risks and Climate Change

History shows that bushfire is the island's greatest risk to life, property and the natural environment. Reducing this risk is a significant ongoing challenge for property owners, public land managers and emergency services. The strategic priority in for the draft Plan is to maintain up-to-date emergency management plans, especially in relation to rapid responses to any unauthorize or potentially uncontrolled fires.

Climate change is also a potential issue although the geography of King Island is such that any adverse impact upon the island's infrastructure directly as a result of anticipated sea-level rise is likely to be modest.

The impact of more frequent and higher-intensity rainfall events is more likely to have an adverse impact, especially for road, bridge and drainage assets. Increased rainfall can contribute to premature seal failure on roads, diminish the condition of unsealed roads and could result in increased instances of nuisance flooding.

Potential impacts of climate change are unlikely to change markedly over the next 10 years.

The strategic priority is to continue to monitor possible impacts and be ready to respond accordingly.

KING ISLAND COUNCIL – LOCAL DEMOCRACY, GOVERNANCE AND SERVICES

Small and Connected

For those not familiar with the King Island Council, it is significantly smaller than other Tasmanian councils, apart from Flinders Council, and appropriately geared to the small size and scale of the King Island community. It has nine Councillors, approximately the same number of office-based staff and a field, depot, and airport workforce of twenty-three. Part-time private consultants provide additional specialist technical support.

Elector turnout at voluntary Council elections is consistently above 80% which is similar to that for the Flinders Council and significantly higher than other Tasmanian councils. It reflects the close connection between the community and Council and the high value electors place on local representative governance.

It is a strategic priority for this Plan is for Council to uphold the high value island electors and residents place on effective local community governance, service, and accountability.

Roles and functions provided by Council include provision of essential local government infrastructure, including roads, waste management and community facilities, but extends to operating the island's airport, broadcast television, radio and two-way radio facilities, quarries and maintaining valued heritage lighthouse and jetty assets. Council is also the major provider of civil construction and maintenance services which is relied upon by State Government to maintain the State Road network.

As Council is the only major public institution headquartered on the island, there is a strong community expectation that it will represent, facilitate, and advocate needs and issues relating to other tiers of government and off-island organisations. Similarly, Council is regularly called upon by other tiers of government and other organisations to assist and facilitate their programs and projects on the island.

Implicit in these relationships is the fact that the sustainability of King Island depends on the governance and coordination role by Council in the best interests of King Island.

A strategic priority for this Plan for Council is to continue to ensure the long-term sustainability of King Island by:

- **Continuing to sustainably perform its roles and functions and deliver essential infrastructure and services that meet the particular needs of the island.**
- **Working closely with the community in the planning and provision of infrastructure and services; and**
- **Playing a pivotal role in coordinating and facilitating actions by other stakeholders to address the island's needs.**

Financially Viable

Over its 114 years, Council has remained financially viable during periods of growth and prolonged periods of low or no economic growth.

This success has been driven by prioritising basic infrastructure and service needs, prudent spending of Commonwealth equalisation grants and other specific-purpose government grants and maintaining one of the highest 'cash-at-bank' financial ratings of all Tasmanian councils.

Notwithstanding this, current local government accounting standards require Council to value and depreciate its infrastructure assets to calculate an 'underlying financial sustainability' surplus or deficit' as a measure of its long-term financial sustainability. When applied, this methodology creates a 'non-monetary' sustainability indicator as a measure a council's financial sustainability.

Council has long-term financial and asset management plans that show it has the potential to sustainably manage its infrastructure and finances, with the exception of airstrip and associated assets at the airport which will require contributions from the other tiers of government.

A strategic priority for this Plan is to ensure prudent decision making consistent with Council's long-term financial management and asset management plans to maintain the sustainability of Council.

One-Size-Fits-All Legislation and Compliance Obligations

One of Council's major resourcing issues is to manage the substantial and ever-increasing compliance and funding obligations arising from Commonwealth and State Government legislation and regulation.

Much of this is designed to address government priorities for the management of issues arising in much larger city, urban and regional communities, and councils. However, the one-size-fits-all nature of government policy and legislation requires much smaller councils to comply even though some of the issues may not be relevant to the practical circumstances, small scale, and size of remote, and especially island, councils.

Council also has obligations to provide information and reports to its Audit Panel, the Auditor General, the Director of Local Government, the Director of Public Health, the Environment Protection Authority, the Ombudsman, the Integrity Commission, the State Grants Commission, the Civil Aviation Safety Authority, Air services Australia, the Department of Home Affairs, the Australian Transport Safety Bureau (ATSB) and the Department of Infrastructure, Transport, Cities and Regional Development among others.

Consequently, Council allocates a considerable proportion of its limited staff resources to compliance tasks. Some of these tasks are very important, however, there are others that are well intentioned but unnecessarily complex, expensive, and difficult to justify as relevant and workable to the local community. Some also divert resources to government priorities which do not necessarily align with the needs of the local community.

A strategic priority for this Plan is to:

- **Continue to meet its compliance obligations; and**
- **work with other tiers of government to ensure one-size-fits-all policies, draft legislation and proposed regulations are tailored to accommodate the practical circumstances, small size, and scale of King Island.**

Local Government Structural Reform

In addition to increasing levels of local government regulation, there continue to be public calls, usually from business and political interests in major urban centres, for further structural reform. These interests often refer to the financial sustainability data produced by the Auditor-General to justify this action.

While two previous independent local government reviews did not identify a case for King Island Council to be amalgamated with other councils on mainland Tasmania, the Premier's Economic and Social Reform Advisory Committee (PESRAC) have recommended a third review, as one of a number of reforms to assist the recovery from the COVID-19 pandemic.

A strategic priority for Plan is to:

- **Maintain the financial viability of Council and the efficient and effective performance of its governance and service delivery roles and functions; and**
- **Continue to investigate and implement potential improvements to service delivery and operational management, including joint arrangements with private sector providers and other councils.**

This includes continuing to work closely with the Local Government Association of Tasmania, the Cradle Coast Authority, and the Flinders Council under a joint Bass Strait islands action agreement to identify and implement improvements.

Impact of COVID-19 Pandemic

Since March 2020, the global COVID-19 pandemic has been a significant factor impacting Council's operations and projects.

Council diverted resources to assist the State Government administer travel restrictions to prevent the virus coming through the King Island Airport to the island. Council has also assisted with Municipal Emergency Management Committee, administration of the traveller quarantine system and by informing the community of public health directions and essential traveller, assisting with administering the essential traveller system and supporting the rollout of vaccine immunisations.

It is a strategic priority for Council to continue to assist the Commonwealth and State Governments response to the COVID-19 pandemic and their respective social and economic recovery programs.

Overall, the response to the pandemic has diverted staff resources and caused significant delays to some of Council's planned projects and compliance obligations. However, as COVID public health restrictions are lifted, Council is able to refocus on its project and compliance priorities.

The projects previously committed under the Commonwealth Government's Community Development Grant Program \$6.3m and subsequent funding under the Commonwealth Local Roads and Community Infrastructure Program \$1.5m and State Government grants (\$0.75m). This is inclusive in our \$1.7m road sealing program and a \$0.82m contribution to a \$9.3m telecommunications upgrade for the island.

The strategic priorities are for Council to:

- **Focus these projects on renewing and upgrading existing community infrastructure and precincts to a contemporary standard; and**
- **adopt a strong project management structure to enable the most efficient and effective project planning and implementation.**

This will assist Council manage its long-term asset and financial management commitments and stimulate local and regional economic activity and employment.

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VISION

Previous King Island Council Strategic Plans dating back to 2004 aspired to maintain King Island's unique lifestyle and beauty while promoting opportunities for sustainable economic development and population growth. Implicit in this vision is that Council's sustainability is intricately linked to the sustainability of the King Island economy, environment, and community.

The Plan's vision is for:

A community proud of King Island's outstanding natural beauty and resources, unique heritage, island lifestyle and economic opportunities.

MISSION

The Plan's mission is for:

A strong, stable, and sustainable Council representing, serving, and collaborating with our community for the health, safety and wellbeing of our residents and the long-term sustainability of King Island.

ROLES AND FUNCTIONS

The focus of the Plan is on the following roles and functions performed by Council.

1. Provision of Essential Council Infrastructure

Essential physical infrastructure and services provided by Council includes:

- 1.1 Local Roads, Bridges, Footpaths/Walking Tracks and Associated Assets
- 1.2 King Island Airport
- 1.3 Waste Management
- 1.4 Parks, Sports and Recreation
- 1.5 Community Buildings, Amenities and Structures

Council also plays a significant role in maintaining oversight, coordinating, and advocating improvements in infrastructure or services provided by other tiers of government, the private sector, and not-for-profit organisations.

2. Administration of Statutory, Regulatory and Compliance Services

Council is assigned responsibility in government legislation, regulations, and directions to administer the following:

- 2.1 Statutory Land Use Planning and Development Assessment

- 2.2 Building and Plumbing Standards
- 2.3 Public and Environmental Health
- 2.4 Dog and Animal Control
- 2.5 Emergency Management

3. Facilitation of Environmental, Economic and Community Sustainability

Council plays a key role in facilitating, advocating, and supporting particular social, environmental, and economic issues of importance to the wellbeing of the community and the Island's economy. The main focus areas are:

- 3.1 Community and Cultural Development
- 3.2 Heritage, Arts and Cultural Development
- 3.3 Environment and Resource Management
- 3.4 Transport, Telecommunications and Economic Development

4. Administration of Council Governance, Management and Operations

The other main function of Council is to administer its affairs in accordance with legislative requirements and its own policies and procedures.

4.1 Governance, Management and Operations

The following sections of the draft Plan set out the goals and strategies for each role and function.

1. ESSENTIAL COUNCIL INFRASTRUCTURE

The sustainability of King Island depends on the provision of essential physical infrastructure that enables movement of people and goods on and off-island and access to potable water, food, health, environmental, education, police and emergency services, telecommunications, and other basic community and commercial services.

Provision and funding of this infrastructure is shared between the three tiers of government, the private sector and not-for-profit community organisations.

This section of the Plan sets out the goals and strategies for the provision of Council infrastructure, including:

- 1.1 Local Roads, Bridges, Footpaths/Walking Tracks and Associated Assets
- 1.2 King Island Airport
- 1.3 Waste Management
- 1.4 Parks, Sports and Recreation
- 1.5 Community Buildings, Amenities and Structures

Council's role in overseeing, coordinating, and facilitating other essential infrastructure is set out in Section 3.4: Transport, Telecommunications and Economic Development.

1.1 Local Roads, Bridges, Drainage, Footpaths/Walking Tracks and Associated Assets

Background

Council owns and manages the island's local road network that connects all properties to the sealed State-owned main road (North Road, Main Road, Grassy Road and Grassy Port Road), which is the major route for heavy vehicle traffic.

Council has 87km of sealed roads and 344kms of gravel roads, including thirty-five bridges, major culverts, road verges and drainage channels. Council is also responsible for road signage, footpaths/walking tracks, public car parks, street furniture and maintains some kelp tracks on Crown land.

The major sealed roads are Old Grassy Road, sections of South Road, the Cape Wickham Road connecting North Road with Cape Wickham, Fraser Road which enables heavy vehicles to bypass Currie, and Don Kendall Drive to the King Island Airport.

The most heavily used gravel roads are those connecting the major beef and dairy farming areas to the State Road, the King Island Dairy and Grassy Port. These gravel roads are vital to the safe and efficient operation and economic sustainability of the Island's farms.

Council conducts regular condition assessments of its roads, bridges, and footpaths. The most recent road and footpath assessment conducted by independent engineers in mid-2020 found that local roads were in very good condition overall when compared and benchmarked against seventy-two other municipalities. However, footpaths were found to be in poor condition.

Evidence shows that sealed roads have remained in serviceable condition for many decades. This is attributed to the very low traffic volumes on the Island, including low numbers of heavy vehicles, and the use of a comparatively large sealing aggregate that allows for high bitumen spray rates. Provided there is effective roadside drainage, these roads have required only very little maintenance compared to gravel roads. Given this, a priority in this Plan is to have an ongoing program to progressively seal important gravel roads.

While gravel roads were found to be in very good condition, given the island's relatively high rainfall and flat topography, they can deteriorate quickly from water damage even with low traffic volumes.

A high priority for this Plan is to continue to improve roadside drainage, mow, and clear roadside vegetation to maximise drying from sunlight and improve sight distances. This is in addition to regular grading, potholing, and re-sheeting, as needed.

To enable these priorities to be adequately funded, it is important for Council to:

- maximise the allocation of Commonwealth and State Government grant programs and Council's other revenue sources to local road works.
- pursue additional sources of funding, including negotiations with the State Government for heavy vehicle registration fee collections to be transferred to Council and allocated to local roads used by heavy vehicles (replicating the current transfer of light vehicle registration fees to Council).

There is also an opportunity to review and update the island's State and local road network to ensure it accurately reflects the distinction between State and local roads.

The final priority is to continue to maintain and, where necessary, upgrade footpaths/walking tracks and accesses to coastal areas.

10-Year Goal

To ensure Council's local road and pedestrian networks and associated assets are fit-for-purpose and provide a safe and efficient standard for users and the community.

Strategies

Service, Maintenance and Compliance:

- 1.1.1 Continue a program of regular road network and asset condition inspections and preventative maintenance and repairs to road surfaces, bridges, roadside drainage, and vegetation.
- 1.1.2 Continue a program of improving Council's strategic asset management capability through regular asset condition monitoring and management review, in order to:
 - Effectively manage asset and public safety risks and implement suitable control measures within the resources available, and in conjunction with the Department of State Growth.
 - Ensure expenditure on asset upgrades, renewal, and preventative maintenance programs is put to best use.
 - Support long-term financial planning, asset accounting, and financial reporting requirements.
 - and
 - Maintain asset information, including periodic valuations, to meet compliance requirements in state legislation and submit data returns to the Local Government Division, the State Grants Commission, and the Tasmanian Audit Office.

- 1.1.3 Continue to investigate and respond to service requests made by the community in a timely manner.
- 1.1.4 Regularly review and update the long-term asset management plan for the maintenance and upgrading of roads, bridges, drainage, footpaths/walking tracks, street lighting and street furniture.

Planning and Projects:

- 1.1.5 Prioritise allocations of revenue from government grants and other sources in the long-term financial and asset management plans to progressively seal major local gravel roads, improve local roads used by heavy vehicles and upgrade roadside drainage and footpaths.
- 1.1.6 Negotiate with the State Government to have heavy vehicle registration fees collected on the island transferred to Council to upgrade local roads used by heavy vehicles.
- 1.1.7 Negotiate with the State Government to review and rationalise the island's road network to clarify heavy vehicle routes to be managed by the State Government and local roads to be managed by Council.
- 1.1.9 Maintain a list of 'shovel-ready' road, bridge, drainage, and footpath/walking track projects suitable for funding under State or Commonwealth Government grant programs.

1.2 King Island Airport

Background

Council has operated the King Island Airport for, and on behalf of, the King Island community since ownership was transferred from the Commonwealth Government on 2 December 1992.

As an Island community, the airport provides the only transit point for residents, visitors, including holiday makers, tradespeople, business travellers and professionals, to travel to and from mainland Australia and Tasmania. It is also the only transit point for inbound many goods, perishable and cold chain foods and outbound time-critical and high-value produce.

As such, the airport is a critical strategic asset sustaining the health and wellbeing of the community and underpinning the Island's economy, industries, and businesses. It also provides the first point of physical contact for visitors to the Island and provides important first impressions of what the island and its brand.

The overriding strategic priority for this Plan is to ensure safe and secure airport operations by strictly complying with:

- Commonwealth Government regulatory requirements managed by the Civil Aviation Safety Authority (CASA), Air services Australia, the Department of Home Affairs, the Australian Transport Safety Bureau (ATSB) and the Department of Infrastructure, Transport, Cities and Regional Development.
- State Government public health, biosecurity, and policing requirements; and
- Council's Airport Bylaw, the Aerodrome Manual and Standard Operating Procedures.

This priority also includes the need to protect and prolong the life of the airport's main airside assets, including the airstrips, taxiways and aircraft parking aprons. Condition assessments of these assets have identified airside and landside stormwater drainage as a key risk, which is addressed in an airport drainage master plan and proposed drainage improvements.

Considerable work has also been undertaken to prepare long-term plans for renewal of the main airstrip, taxiways and aircraft parking aprons. Finalising these plans and preparing reliable costings for the works is the first step in a process to determine how it can be funded.

In recent years, airport finances have at times broken even on a cash basis or recorded relatively small cash deficits. However, losses increased substantially during periods of COVID-19 interstate and intrastate travel restrictions. These losses have been funded from other sources of Council revenue and justified on the basis that the airport is critical to the functioning of the island. The aim of this Plan is for the airport to operate on a cash break even position.

The airport's financial position is compounded by local government accounting standards which require Council to value and depreciate its airport assets. This results in a substantially higher 'non-monetary' statutory deficit which is the major contributor to Council's overall 'non-monetary' deficit. Previous attempts to increase aircraft landing charges to offset this deficit failed due to strong aircraft operator resistance.

Consequently, Council's long-term financial plan has identified the need to find other sources of revenue to fund airport asset improvements, including contributions from the Commonwealth and State Governments.

The final priority is to ensure the airport has the capacity to maintain the safe and efficient operation of aircraft movements, including apron parking facilities, the airport terminal and freight handling facilities. The short-term requirements are to upgrade apron lighting and expand the aprons to avoid congestion in peak periods. Other potential improvements are documented in the Airport Master Plan.

There are also opportunities for further commercial developments at the airport to meet growing and changing demands, improve customer services and contribute to airport revenues.

10-Year Goal

To maintain and develop the Airport as a safe, secure, and strategic gateway for King Island supporting growth in resident, air freight, business, and visitor travel.

Strategies

Service, Maintenance and Compliance:

- 1.2.1 Continue regular monitoring and management of airport operations, including annual technical inspections and reporting requirements, to meet safety and security compliance standards.
- 1.2.2 Continue to test and as required, update the emergency management and recovery plan, and be prepared to implement the plan, as and when required.
- 1.2.3 Continue regular asset condition inspections and implement preventative maintenance programs and repairs.
- 1.2.4 Monitor and maintain commercial lease agreements and support the delivery of customer-driven and efficient business services at the Airport.
- 1.2.5 Maintain professional working relationships with the regular passenger transport and charter operators, the Royal Flying Doctor Service, general aviation, the King Island Aeroclub and businesses and agencies operating at the airport.
- 1.2.6 Continue to strengthen financial management systems and debt recovery.
- 1.2.7 Strive to manage airport operations on a financial cash-neutral basis.

Planning and Projects:

- 1.2.8 Finalise the drainage master plan and update the airport master plan.
- 1.2.9 Continue to implement drainage improvements prioritised in the drainage master plan

- 1.2.10 Continue to improve aircraft apron parking and landside traffic management, parking, and pedestrian safety.
- 1.2.11 Facilitate plans for the further development of private commercial services for the travelling public and freight handling.
- 1.2.12 Implement the long-term asset and financial management plan for the airport and prioritise allocation of external grants and other available funds for future asset renewals and upgrades.
- 1.2.13 Maintain a list of 'shovel-ready' projects suitable for funding under State or Commonwealth Government grant programs.

1.3 Waste Management

Background

Council provides weekly residential and commercial waste collection services and operates landfill waste disposal sites at Charles Street and Parenna. Council, together with the King Island District School's Green Team, promotes, collects and recycles glass, tyres, oil and cardboard at Charles Street for reuse on the island. The King Island Lions Club also collects and recycles a range of materials using Charles Street as a base.

The landfill sites are licensed Level 2 Activities issued under the *Environment Management and Pollution Control Act 1993* (EMPCA).

The highest priority for the Plan is to ensure Council meets and maintains its compliance obligations under both licenses and achieves the environmental management standards set for waste disposal. This priority has required Council to make major investments to cap used waste disposal cells at Parenna, improve leachate management and stormwater drainage and regularly cover waste deposited in current operational cells. The next investment is to cap the discontinued landfill area at Charles Street, while continuing to operate the current inert landfill in accordance with license conditions.

The next priority is to continue to review the findings and recommendations in the King Island Waste Management Strategy 2019-2029 and consult with the State Government on its Waste Action Plan to progressively develop island-based, sustainable recycling, reuse and processing solutions to minimise waste to landfill.

This is a challenging issue as much of the Waste Action Plan is based on statewide and regional waste management solutions which do not take account of the small scale, low revenue base, logistics and high cost of participating in off-island solutions.

The focus for the Plan is to continue to work with residents, farmers, businesses, industry and especially the Lions Club and the Green Team to promote and improve on-island recycling and waste minimisation. Investigations will include further developing Charles Street as a fit-for-purpose waste transfer, recycling and reuse facility, improving waste compaction, prevention of litter, processing putrescible waste to fertiliser and converting the Parenna landfill to inert waste.

10-Year Goal

To continue to improve environmental management of waste by minimising the volume and type of waste going to landfill and increasing resource recovery through sustainable, community-based recycling and reuse on-island.

Strategies

Service, Maintenance and Compliance:

- 1.3.1 Continue to provide an efficient and affordable waste collection service for residents and businesses.
- 1.3.2 Continue to comply with operational conditions and requirements in Environment Protection Notices (EPN) for the Parenna and Charles Street landfill sites, including environmental monitoring and reporting to the Environment Protection Authority.
- 1.3.3 Continue to minimise waste going to landfill and maximise the capacity of both landfills to extend their useful life.
- 1.3.4 Continue to implement glass, tyre and other on-island recycling and reuse initiatives.
- 1.3.5 Continue to collaborate with the King Island District High School Green Team, the Lions Club, residents, businesses, and industry to further promote and develop island-based, sustainable recycling, reuse, and waste processing solutions.
- 1.3.6 Respond to service requests made by the community.

Planning and Projects:

- 1.3.7 Continue to develop Charles Street as a waste handling, recycling and reuse facility for the community and businesses.
- 1.3.8 Work with the State Government, its agencies, and contractors to ensure state-wide waste management reforms are cost effective, workable, and affordable for King Island.
- 1.3.9 Evaluate and prepare plans for waste compaction and treatment systems and other recommendations in the King Island Waste Management Strategy 2019/2029.
- 1.3.10 Implement the long-term asset and financial management plan for waste management and prioritise allocation of external grants and other available funds to improve reuse and recycling services.
- 1.3.11 Maintain a list of 'shovel-ready' projects suitable for funding under State or Commonwealth Government grant programs.

1.4 Parks and Recreation Facilities

Background

Council, community organisations, the King Island District High School, private businesses and the Parks and Wildlife Service manage a wide and diverse range of recreation areas and sporting facilities across the island. Collectively, these facilities cater for all age groups and benefit the health, wellbeing and quality of life of residents and visitors.

Council provides:

- an Australian Rules football oval, changerooms, tennis courts, public toilets and playground facilities (Lighthouse Street Park) at the Currie Oval.
- an Australian Rules football oval, playground, picnic facilities and public toilets at Grassy.
- a skatepark and playground facilities at the King Island Memorial Park in Currie.
- several walking tracks around Currie
- horse racing, pony and show jumping facilities, changerooms, stables and public toilets at the Recreation Complex.

- public open space adjoining Currie Harbour and the Currie Lighthouse, including a walking track network and public toilets.
- coastal public open space, a coastal walking path and playground facilities at Naracoopa

Major facilities such as the Currie Oval and the Recreation Complex are leased to user groups who run the respective sporting competitions and recreation activities and contribute to the operational costs. The leases also specify maintenance commitments for the user groups and Council.

A key feature of sport and recreation on King Island is the very significant and positive role performed by community volunteers and groups. Council recognises the importance of volunteers and is committed to work with them to sustain the competitions and activities that encourage community participation and promote health and wellbeing. It is for this reason Council also sets low lease payments for the use of its facilities.

Council follows a strategic and community-based approach to sport and recreation planning and development by undertaking periodic independent review and consultation processes with the community. The King Island Recreation Plan 2020-2029 is the latest document guiding how the community and Council should address future sport and recreation.

A high priority for this Strategic Plan is to use specific purpose Commonwealth and State Government grant programs to implement recommendations in the Recreation Plan and upgrade Council's existing facilities to a contemporary standard.

Private voluntary-run clubs provide important facilities, such as the King Island Golf and Bowls Club, which includes a 9-hole, bowling rinks and squash courts, the King Island Boat Club, the Swimming Association of King Island who own and operate the Grassy swimming pool, the King Island Gun Club and the King Island Pistol Club. Private land is also accessed for hunting and nature-based activities.

It is a priority for this Plan to work with and, as appropriate, support these activities for the benefit of users.

A further priority is for Council to continue to work with and support the State Government and its agencies, including the King Island District High School and the Parks and Wildlife Service, in the provision of recreation grounds, facilities and reserves. For example, the school allows shared community use of its gymnasium, swimming pool and sports grounds. The Parks and Wildlife Service manages beaches, foreshores and natural areas suitable for a range of activities such as beach fishing, surfing, walking, picnicking and bird watching.

There are also two international golf courses at Cape Wickham and Ocean Dunes and major sporting events that attract both locals and visitors, such as King Island Imperial 20.

10-Year Goal

To maintain and develop Council's recreation and sporting facilities, in conjunction with user groups, community organisations and other recreation providers, to support participation by residents of all ages in safe and healthy physical activities.

Strategies

Service, Maintenance and Compliance:

- 1.4.1 Continue to conduct annual audits of Council's parks, recreation and sporting facilities and areas to identify and address any non-compliance with safety standards.
- 1.4.2 Continue to support recreation activities, sporting groups and events that encourage healthy active participation by the community.
- 1.4.3 Continue to manage and maintain grounds and facilities in conjunction with lessees and agreed maintenance, budget, and safety programs.
- 1.4.4 Monitor and maintain lease agreements.
- 1.4.5 Maintain lease and user fees at an affordable level to maximise participation.
- 1.4.6 Respond to service requests made by the community.

Planning and Projects:

- 1.4.7 Implement projects funded through external grants to upgrade the Currie oval and Grassy oval precincts and sporting facilities to a contemporary standard.
- 1.4.8 Continue to develop playground and recreational facilities in Currie, Grassy and Naracoopa that offer different activities and experiences.
- 1.4.9 Progressively review recommendations applicable to Council in the King Island Recreation Plan 2020-2029 and prioritise those to be included in the annual plan and budget.
- 1.4.10 Continue to monitor and as required, update master plans for each of Council's parks, playgrounds, sports ovals, and facilities in consultation with users and the community.
- 1.4.11 Continue to work with, and support, community-based recreation, and sporting organisations to implement applicable recommendations in King Island Recreation Plan 2020-2029 and address issues as and when they arise.
- 1.4.12 Work toward a fair and equitable system of rates, fees, and charges for the use of Council's recreation and sporting facilities.
- 1.4.13 Support investment by State and Commonwealth Governments, the private sector and off- island stakeholders to improve the island's sporting and recreation facilities, walking tracks and toilet and visitor facilities in coastal areas.
- 1.4.14 Continue the small grants program to support community-based organisations with facility improvements, activities, and events.
- 1.4.15 Maintain a list of 'shovel-ready' projects suitable for funding under State or Commonwealth Government grant programs.
- 1.4.16 Actively progress the Community Sports Facility Redevelopment, which is the construction of a new community facility, upgrade of courts and carpark.

1.5 Council Buildings, Amenities and Structures

Background

Council owns and leases the following buildings, amenities, and structures:

Community facilities

- Town Hall and Supper Room (Designated evacuation centre)
- King Island Airport - Terminal building
- King Island Airport – Light aircraft hanger
- Senior Citizens Op Shop (Leased to King Island Senior Citizens Club)
- Snodgrass Park (Leased by Snodgrass Park Incorporated for elderly persons accommodation)
- King Island Arts & Cultural Centre (Leased from TasPorts)
- Currie Harbour Boathouse (Leased to Caroline Kininmonth)
- 5 George Street (Leased to King Island Regional Development Organisation – KIRDO)
- King Island Racecourse Buildings (Leased to King Island Racing Club)
- King Island Show Grounds Buildings (Leased to King Island Show Society)
- Currie Oval Changerooms and Kiosk (Leased to King Island Football Association)
- Craft workshop for China doll painting
- Currie Communications Tower
- Council Waste Management Building – Charles Street
- Public toilets at Currie, Currie Harbour, Grassy, Grassy Port and Naracoopa

Heritage facilities

- Currie Lighthouse and Lens Room (Operated by the King Island Historical Society)
- Naracoopa Jetty
- King Island Museum (Owned by the State Government, leased by Council and operated by the King Island Historical Society, a Special Committee of Council)

Commercial buildings

- King Island Airport Freight Shed (Leased to Airport User Groups)
- King Island Airport – Hire car offices (Leased to hire car company)

Council buildings and houses

- Council Offices – 10 George Street
- Council Depot – 99 Main Road
- King Island Airport Workshop and Storage Buildings
- 38 Lighthouse Street – House
- 17 Shaw Street - House
- 15 Beach Road - House
- Morrison Avenue – House
- Church cottage (Leased from the Catholic Church for artists-in-residents and other short stay contractors/workers)

Most community buildings are available for public use or leased to community-based organisations that provide services and/or activities for residents and visitors. The priority for this Plan is to ensure they comply with health and safety standards and are properly maintained. For leased facilities, the aim is to ensure there is a clear, consistent, and fair delineation of the lessee's maintenance and operational responsibilities and Council's role as the lessor.

The communications tower north of Currie provides local two-radio communications for Council operations and local emergency management services. It also provides broadcast radio and television services for the community at no cost to the broadcasters. While very few other Tasmanian councils perform this function, it is currently the only means by which residents and visitors can access these services. The priority for the Plan is to maintain the asset in a serviceable condition and to source funding from broadcasters and other users to offset Council's financial costs.

The Naracoopa Jetty and the Currie Lighthouse were transferred to Council at the end of their operational and economic life. Both structures are highly valued by the community but represent a significant financial challenge for Council to maintain and repair, especially given the harsh environmental conditions on both ageing structures. Similarly, Council needs to resolve its long-term position in relation to its lease of the King Island Museum.

The priority for the Council Chambers, offices and works depot is to ensure they are maintained and, as required, upgraded to be fit-for-purpose, to comply with health and safety standards and to be operationally efficient. Council's residences are leased to senior staff as part of employment contracts.

In 2019/20, Council commissioned independent consultants to examine the feasibility of developing a King Island Hub using a \$5m Commonwealth Government grant. This has led to further investigations into the feasibility of upgrading and developing existing buildings and facilities. The outcomes of this work will guide the future development of Council's office building plans.

10-Year Goal

To continue to provide buildings, amenities and structures that are needed for Council operations and community use.

Strategies

Service, Maintenance and Compliance:

- 1.5.1 Continue regular building condition inspections and implement preventative maintenance programs.
- 1.5.2 Maintain cleaning programs to protect the health of users.
- 1.5.3 Monitor, manage and as required, update building leases.
- 1.5.4 Maintain clear, consistent, and fair provisions in leases across different properties and tenants.
- 1.5.5 Set rents and hire fees at levels which promote community use of Council-owned properties and recognises the financial savings achieved by community groups delivering services and activities, which Council would otherwise provide.

Planning and Projects:

- 1.5.6 Implement the long-term asset and financial management plan for Council's buildings, amenities, and structures.
- 1.5.7 Prioritise allocation of external grants and other available funds to upgrade existing facilities and, if feasible and sustainable, develop new facilities.
- 1.5.8 Periodically review Council property holdings to ensure they are fit-for-purpose and efficiently managed.
- 1.5.9 Maintain a list of 'shovel-ready' projects suitable for funding under State or Commonwealth Government grant programs.

2. ADMINISTRATION OF STATUTORY, REGULATORY AND COMPLIANCE

SERVICES

Council is assigned responsibility to administer the respective processes and requirements in a broad range of government legislation including:

- 2.1 Statutory Land Use Planning and Development
- 2.2 Building and Plumbing
- 2.3 Public and Environmental Health
- 2.4 Dog and Animal Control
- 2.5 Emergency Management

This section of the Plan sets out the relevant goals and strategies.

2.1 Statutory Land Use Planning and Development

Background

Applications for new development, changes of land use and subdivision of land are assessed and decided in accordance with planning zones, codes and other statutory requirements in the King Island Interim Planning Scheme 2013 and legal processes in the *Land Use Planning and Approvals Act 1993* and the *Local Government (Building and Miscellaneous Provisions) Act 1993*.

In 2015, the Tasmanian Government commenced a process to replace all existing council planning schemes with a single Tasmanian Planning Scheme containing statewide, one-size-fits-all standardised zones, codes and other requirements, called State Planning Provisions (SPPs). This process requires Council to prepare a King Island Local Provisions Schedule (LPS) to align existing planning scheme zones and codes with the SPPs and submit it to the Tasmanian Planning Commission for assessment, community consultation and approval. The draft LPS must be consistent with legislated LPS criteria, including consistency, as far as practicable, with the Cradle Coast Regional Land Use Strategy.

A draft LPS and supporting documentation have been prepared but there are significant difficulties in converting the existing Rural Resource zone, which covers most of the island, to either or both of the replacement SPP Agriculture and Rural zones, while also satisfying the LPS criteria. This has the potential to materially and detrimentally change the existing land use and development rules and rights of farm property owners.

Negotiations are proceeding with the State Government to address this issue, including the possibility of amending to the regional land use strategy to accommodate the different, island-specific land use and development circumstances.

As the Tasmanian Planning Scheme is a statutory reform to establish statewide, standardised scheme provisions, the LPS process does not enable Council to make significant strategic changes to the spatial application of some zones and codes to address changing land use and development trends on the island. Once the LPS is approved and operational, further amendments will be required to address demands for visitor and worker accommodation, tourism development, rural residential lifestyles and elderly persons accommodation.

The priority is to continue to monitor and update Council's King Island Land Use Strategy to justify future amendments for further investment in existing developments and new sustainable development. These updates will need to assess and manage potential implications arising from further State Government plans to introduce Tasmanian Planning Policies and review and update regional land use strategies.

10-Year Goals

To continue to ensure land use and development applications comply with statutory land use and development plans and processes set out in the *Land Use Planning and Approvals Act 1993*, the Planning Scheme and other related legislation and regulation.

To continue to work with the State Government to ensure the Tasmanian Planning Scheme and other planning reforms take into account the island's land use and development circumstances and facilitate sustainable development.

To continue to monitor and update the *King Island Land Use Strategy* to address changing land use and development trends and support future planning scheme amendments.

Strategies

Service and Compliance:

- 2.1.1 Maintain efficient, timely and transparent systems to receive and process development applications consistent with Council's role as a statutory Planning Authority, planning legislation and the planning scheme.
- 2.1.2 Continue to inform those initiating development applications and those potentially impacted by such applications, of the statutory rules and processes that govern planning decision making and appeal systems.
- 2.1.3 Maintain good working relationships with applicants and those members of the community with an interest in particular development applications.
- 2.1.3 Continue to monitor development construction works to ensure compliance with planning permits and, if necessary, commence enforcement procedures.

Planning and Projects:

- 2.1.4 Work with the State Government to finalise a compliant draft King Island Local Provisions Schedule as part of the Tasmanian Planning Scheme and assist the Tasmanian Planning Commission with its assessment and community consultation.
- 2.1.6 Continue to monitor development trends and as required, update Council's King Island Land Use Strategy to support future amendments to the planning scheme.
- 2.1.7 Participate in the development of Tasmanian Planning Policies by the State Government and the review of the Cradle Coast Regional Land Use Strategy to ensure compatibility with the island's land use and development circumstances.

2.2 Building and Plumbing

Background

Council is assigned as a permit authority in Tasmania's building and plumbing system in the *Building Act 2016 (Division 2)*. The role of a permit authority is to accept and consider applications and other required documents relating to building and plumbing activities within the municipal area.

Council also has obligations under Division 4 of the *Building Act 2016* to ensure property owners are informed of their duties and to make itself aware of relevant works and the use and occupation of buildings on King Island.

The priority is to administer and comply with these processes and requirements.

10-Year Goal

To continue to ensure compliance with the *Building Act 2016* and building and plumbing regulations.

Strategies

Service and Compliance:

- 2.2.1 Continue to maintain and administer systems to receive, process and file applications and associated documentation related to building and plumbing works.
- 2.2.2 Continue to administer building and plumbing systems in accordance with statutory processes and requirements.
- 2.2.3 Maintain good working relationships with builders, plumbers, building surveyors and relevant stakeholders in administering building and plumbing permit systems.
- 2.2.4 Continue to inform those initiating building and plumbing work of the statutory processes and requirements.

2.3 Public Health and Environmental Management

To protect the wellbeing of our community, its residents and visitors, the Council provides a range of public and environmental health programs and services. These include school age immunisations, food safety, education, emergency management and infectious disease investigations.

10-Year Goal

To continue to ensure compliance in the implementation and enforcement of legislations meets our statutory public health and environmental health obligations.

Strategies

Service and Compliance:

- 2.3.1 Continue to develop and implement strategies to promote and improve public health: and
- 2.3.2 Continue to ensure that the provisions of the Public Health Act 1997 are complied with: and
- 2.3.3 Continue to carry out any other function for the purpose of this Act the Minister or Director determines

2.3.4 Continue to carry out any function under the Public Health Act 1997 in accordance with any relevant guidelines

2.4 Dog and Animal Control

Background

Council recognises that companion animals play an important role in people's lives and that working dogs are an essential part of a farming operation. Council's priority is to inform and encourage owners to manage pets and other animals responsibly to minimise nuisance and harm to members of the community, other animals and the environment.

Council administers responsibilities assigned under the *Dog Control Act 2000* through its Dog Management Policy. The Policy promotes responsible dog ownership through public information and education and the designation of areas suitable for exercising dogs. Council also responds to public complaints about stray and dangerous dogs and, if necessary, initiates enforcement action.

Council has additional responsibilities under the *Local Government Act 1993* to ensure stock owners maintain secure fencing for their animals and to impound stray animals. This is largely administered on the basis of public complaints. Council maintains a fit-for-purpose pound at its Works Depot.

There is State Government cat management legislation that sets out the responsibility of cat owners and the rights of people impacted by stray and domestic cats. The Cradle Coast Authority has developed a regional cat management plan to guide implementation of the legislation. However, the legislation and the regional plan do not provide workable solutions for King Island. They also do not address feral cats which are a major problem on the island and a significant threat to threatened and endangered species.

A priority for this Plan is to investigate the feasibility of developing a bylaw that provides a more comprehensive approach to addressing cat management on the island.

10-Year Goal

To facilitate and encourage responsible dog, cat, and animal ownership in accordance with state legislation, regulations, and Council's policies.

Strategies

Service and Compliance:

- 2.4.1 Continue to provide ranger services to respond to dog and animal control complaints and issues in accordance with legislative requirements.
- 2.4.2 Continue to implement Council's dog management plan.
- 2.4.3 Continue to inform dog and stock owners of their responsibilities and communicate authorised information provided by relevant state government authorities, professionals, and community organisations.
- 2.4.4 Continue to maintain good working relationships with state government authorities and community organisations regulatory stakeholders, including DPAC, DPIPW, CCA, PWS and BT

Planning and Projects:

- 2.4.5 Maintain an up-to-date dog management policy and plan in consultation with the

community.

- 2.4.6 Develop an island-specific cat management plan to reduce the impact of stray and feral cats on the island's environment.

2.5 Emergency Management

Background

State, regional and local emergency management responsibilities are set out in the *Emergency Management Act 2006* and the Tasmanian Emergency Management Arrangements (TEMA). It provides a high level of collaboration, coordination and interoperability within and across all levels of government and non-government stakeholders.

King Island, as a small, remote Bass Strait Island, presents unique logistical challenges in relation to emergency services. The island is heavily dependent on dedicated and trained community volunteers and a small number of police, health and biosecurity professionals to respond to, and recover from, emergencies. Fire, state emergency service (SES), ambulance and social and economic recovery services are provided by volunteers with fly-in support from mainland Tasmania depending on the nature and extent of the emergency.

Council employs a Municipal Emergency Management Coordinator, Deputy Coordinator and Municipal Recovery Coordinator and Deputy Recovery Coordinator and maintains an up-to-date Municipal Emergency Management Plan that addresses a range of risks and hazards. It also has an Airport Emergency Management Plan.

Council convenes the King Island Emergency Management Committee, comprising representatives of the island's police, fire, SES, health, ambulance, biosecurity, ports and community organisations, and coordinates regular practical field and desk-top exercises to test the plans and assist in developing emergency workers skills and experience, alongside risk assessments, North-West Regional Emergency Management Committee and State Government.

Council and the Emergency Management Committee work closely with state and regional emergency authorities to coordinate planning, training and responses.

Council provides the island's major evacuation centre at the Town Hall and acts to reduce potential risks within its direct control, including clearing fire buffers on Council land. Councils also plays an important role in communicating government emergency information to the community.

10-Year Goals

To continue to support emergency service authorities, professionals and community volunteers plan and prepare for, and respond and recover from, emergencies.

To continue to work with state government authorities to inform the community of potential risks and actions to prepare for and take in the event of an emergency.

Strategies

Service and Compliance:

- 2.5.1 Continue to administer and maintain compliance with emergency management structures, systems and requirements in State and Commonwealth government legislation.
- 2.5.2 Continue to maintain a strong network with state government authorities and community volunteers

to coordinate emergency management planning, resource allocation, training, and services.

2.5.3 Continue to inform the community of authorised emergency management information and encourage residents and businesses to prepare and act when an emergency event occurs.

Planning and Projects:

2.5.4 Continue to identify and raise awareness of the island’s remoteness and the need for appropriate emergency management plans and resources.

2.5.5 Maintain up-to-date emergency management plans.

2.5.6 Continue to develop the Town Hall as a fit-for-purpose evacuation centre.

3. FACILITATION OF COMMUNITY, ECONOMIC AND ENVIRONMENTAL

SUSTAINABILITY

Council plays a key role in facilitating, advocating, and supporting particular social, environmental, and economic issues of importance to the wellbeing of the community and the Island’s economy. The focus areas are:

- 3.1 Community and Cultural Development
- 3.2 Heritage, Arts and Cultural Development
- 3.3 Environment and Resource Management
- 3.4 Transport, Telecommunications and Economic Development

This section of the Plan sets out the relevant goals and strategies.

3.1 Community and Cultural Development

Background

King Island's resident population of 1,600 is highly active in the community. The 2016 census recorded that 1 in 3 King Island residents were engaged in volunteer work compared to the Australian average of 1 in 5. A significant proportion of all residents are active participants in island activities and attend a wide range of events.

While Council’s principal contribution to community and cultural development is through the provision of facilities (see sections 1.4 and 1.5), it also actively facilitates and supports community, sporting, heritage, cultural and arts volunteers, groups, activities and events. This includes provision of financial grants, in kind support and sponsorships, advocating the island’s needs to other tiers of government and off-island stakeholders and assisting with grant applications. It also includes organisational support through networks, advisory and special committees of Council and participation of Councillors and staff in group activities and events.

In recent years, Council has actively supported the arts community through an artist-in-residence program and community arts workshops at the Cultural Centre.

Collectively, it helps residents and visitors understand the island’s past, present, protects and conserves our heritage assets, cultural resources and extends the range of services and entertainment opportunities for all

ages on the island. It is a major contributor to a healthy, inclusive community, quality of life and maintaining a sense of place.

The population has been aging over the last 15 years, with the proportion of children and youth (under 24 years of age) decreasing versus the proportion of senior residents (over 60 years of age). This creates complexities for both ends of the spectrum, with each requiring different responses from Council. For seniors, Council will support those groups and agencies with a focus on this demographic through provision of resources and, where necessary, financial support.

For youth, the focus is on providing a level of service and activity which minimises the disadvantage to King Island's youth brought about by our geography, encouraging the attraction and retention of young people on the Island through the provision of wider opportunities. This will largely be achieved through partnership with KIDHS and through Council's own activities.

Council would like to maintain positive relationships between the following community groups:

- King Island Historical Society and operation of the King Island Museum
- King Island Senior Citizens and operation of the Op Shop
- King Island Cultural Centre Advisory Committee and operation of the Cultural Centre
- King Island Community Car and operation of the community car

10-Year Goal

Councils' community development aims to generate outcomes that enable the community to come together to be active, to participate, to engage and to be supportive and sustainable; to develop active environments in which people live, work, play and invest.

Strategies

Services and Compliance:

- 3.1.1 To continue to support and engaged actively with community of all ages, interests, and abilities.
- 3.1.2 Actively facilitate the engagement of the community in setting council policy and strategic direction to inform decision making
- 3.1.3 In all community consultation, consider the range of stakeholders and implement consultation processes that responds to the different needs of each group.
- 3.1.4 Continue the annual community assistance and sponsorship program to support community-based development activities and events.

Planning and Projects:

- 3.1.5 Develop a Community Development Plan for strengthening and connecting the community
- 3.1.6 Develop a Communications and Engagement Plan which outlines levels of public participation and decision-making

3.2 Heritage, Arts and Cultural Development

Background

Arts, cultural and heritage are at the heart of communities, helping us to understand our past, identifying, documenting, conserving and protecting our cultural resources as well as being critical to the health and wellbeing to an inclusive community and sense of place.

Council can advocate for, invest in, facilitate and support initiatives to raise awareness of the value of cultural experience and to create pathways to participate. In support of its role to improve the overall quality of life of people in the municipality, Council can highlight strengths, and identify gaps, barriers, and opportunities.

The King Island Cultural Centre, the Boathouse, Currie Lighthouse, and the King Island Museum each provide a different lens through which to experience our remote island community. They provide a significant contribution to the islands burgeoning tourism and industry and are an important part of the community fabric. Other arts and cultural assets owned and maintained by Council include the Currie Town Hall, being the home of the King Island Dramatic Society, the China Painters Shed, and the Currie Boathouse.

Strategies

Services and Compliance

3.2.1 To facilitate partnerships with other agencies to bring arts and cultural resources to King Island

3.2.2 To support a community-driven program of arts and cultural activities and events

3.2.3 Nurturing the Islands dynamic and creative resources while raising awareness and inclusion for all abilities and age groups

3.2.4 Provide appropriate support to community and volunteer-led arts and culture activities, including the King Island Cultural Centre, King Island Historical Society, King Island Dramatic Society and the King Island Boathouse

Planning and Projects:

3.2.5 Continue to develop stakeholder relationships to promote the development of a Cultural Centre Precinct

3.3 Environment and Resource Management

Background

Council owns and maintain three quarries for extraction of rock and currently holds a lease on a stockpile of overburden at the Grassy Scheelite mine for crushing to smaller aggregates. These assets have historically performed an essential resource for Council, state government agencies and the community in the provision of rock and aggregates used in construction, particularly for roads.

Extraction of rock from the Millwood Road quarry stopped some years ago and the surrounding land was leased to local farmer to graze their cattle. Pearshape and Reekara quarries known respectively as South Pit

and North Pit are still registered with the Environmental Protection Authority (EPA) Tasmanian for extraction of rock suitable for crushing and subsequent use as road base. The Grassy pit is a stockpile of overburden from the current non-operational Scheelite Mine which is crushed into smaller size aggregates used in road sealing and construction. All these products are made available for sale to the public, subject to quantities on hand and Council's own requirements for use.

Maintain these assets includes environmental monitoring and water treatment. As Reekara and Pearshape have been used for several years, the most accessible rock has been extracted, which means future extraction is more complex and therefore more expensive. Increased exposure of rock to the elements has resulted in an increased requirement for water treatment on site, which again increases the cost of maintenance of these assets.

Strategies

Services and Compliance

3.3.1 Continue environment protection and compliance, with quarry, EPNs and EMPs

3.3.2 Continue asset management and maintenance for quarry life plans, operations, including end of life and rehabilitation planning

3.3.3 Working with the community and stakeholders to maintain requirements of rock and aggregate products to inform Council's forward planning and commercial services

Planning and Projects

3.3.4 Co-operative negotiate with the King Island Scheelite Mine (prior to opening) an agreement which outlines for both parties, the safe, effective, and efficient provision and supply of aggregate supply and crushing for construction.

3.4 Transport, Telecommunications and Economic Development

Background

Local government plays a key role in facilitating economic development by attracting businesses and residents to municipalities. In an economy the size of King Island's, changes in one industry or even one business can have a marked impact on the Island community. As such, Council sees its part in driving economic development as a key element in ensuring the long-term viability of the King Island community. The King Island economy is built on the agricultural and fishing sectors, with related manufacturing bringing these sectors' total contribution in FY2019/20 to 43% of the Island's employment and 67% of the total value added by industry. Since 2015 the Island's headline GRP has been growing and in 2019 sat at \$169m. Construction is the third largest industry sector on the Island, contributing 4.3% of the total value added to the economy and providing 6.2% of the Island's Full-Time Equivalent (FTE) jobs. King Island enjoys high levels of employment, with unemployment reported at 3% at the last Census in 2016, compared to 7% across Tasmania. The proportion of full-time workers vs part-time workers (approximately 2 to 1) is similar to that seen in Tasmania and Australia, but anecdotally there seems to be a high reliance on casual part-time roles rather than permanent or fixed-term part-time positions. Of the estimated resident population of 1,610, there were an estimated 875 workers on the Island in 2019 filling 730 FTE positions.

Tourism has had a growing impact on our Island's economy in recent years, as demonstrated through the increase in passengers and aircraft travelling through the King Island Airport. The businesses that service the tourism are spread across a number of industry sectors, which makes it difficult to accurately quantify the value of tourism to the Island. However, it is broadly accepted that an investment in our Island as a destination for visitors will improve economic outcomes for the Island.

The cost of doing business on King Island is higher than across Tasmania, largely due to the additional cost incurred moving inputs and outputs across the Bass Strait. Longer lead times for accessing goods and services required to effectively do business on King Island also impact on this and the ability of businesses to compete with off-Island counterparts. This is exacerbated by a poor telecommunications service, with significant portions of the Island having little or no telephone service and only able to access the internet via satellite or 4G services. Council is uniquely placed to lobby for improvement to sea and air logistics and for the further provision of telecommunications services to the Island.

Strategies

Services and Compliance

3.4.1 Continue to lobby state and federal government for the provision of a reasonable standard of telecommunications and internet service across King Island

3.4.2 Continue to collaborate, and network towards agreed economic outcomes for the Island, with on-island and off-island stakeholders

3.4.3 Gather and review data on economic drivers to identify priority areas for actions and measure their success

3.4.4 Increase employability of King Island residents through increases access to on-island skills, training and development strategic opportunities

3.4.5 Promote, support and investigate opportunities to seek private sector investment opportunities on the island.

3.4.6 Support the further development of King Island as a destination for visitors and residents, through stakeholder engagement, visitor attraction strategies, improving tourism infrastructure and advocacy.

Planning and Projects

3.4. Continue to progress the Regional Connectivity Program (RCP) for Telecommunications Infrastructure upgrades on King Island, through stakeholder /partnership relationships.

4. ADMINISTRATION OF COUNCIL GOVERNANCE, MANAGEMENT AND OPERATIONS

Background

The other main function of Council is to administer its affairs in accordance with legislative requirements and its own policies and procedures.

Council comprises the elected Mayor, Deputy Mayor and seven other Councillors who together represent the community and govern the organisation.

Council is responsible and accountable to the King Island community (s.20.1 of the Act) and is required to consult and involve the community (s.20.2 of the Act). For an increasing number of functions assigned under the Act and other legislation, Council is also responsible and accountable to State and Commonwealth Government officials and statutory authorities for statutory compliance.

Council appoints and delegates authority to the General Manager to manage day-to-day operations performed by professional, administrative, and financial staff based at the Council Chambers and works staff based at Council's Depot. Council also engages contractors and consultants to perform some tasks.

The Act promotes a separation between the governance role of Council and Councillors and the day-to-day operations managed by the General Manager and staff. While this model may be appropriate for larger urban councils, it has not proven to be effective or efficient for the King Island Council in recent years.

As a very small organization, Council is unique in that there are approximately the same number of Councillors as there are office-based staff and both Councillors and staff have very close linkages with the community.

Given this and Council's 'back-to-basics' strategy, a strict separation of governance and management is a theoretical concept rather than a workable reality. Council addressed this issue in the latter half of 2019 and determined that a much closer working relationship was required between Councillors in their policy review and decision-making roles, and the General Manager and staff in their policy advisory, implementation, and operational roles.

Council adopted a structure that ensures a fully transparent and integrated approach to planning and implementing 'back-to-basics' strategies and priorities. It involved formation of a series of Councillor Working Groups to review Council's performance and policies for: waste management; roads, bridges, walking tracks and drainage; recreation facilities; budget and financial management; and a major proposed development project. An Airport Board of Management was also established, and the King Island Shipping Group invited to recommence as a special committee of Council.

The model provides a more effective process for Councillors to input their knowledge and expertise to policy formulation and for staff to inform and advice Councillors. The model also enables a more informed, targeted and engaged consultation process with the community during distinct stages of policy review and development.

10-Year Goal

For Council to have the required staffing levels to maintain statutory, compliance and legislative requirements, as well a team of highly skilled, innovative, and multi-disciplined members.

4.1 Governance, Management and Operations

Strategies

Services and Compliance

- 4.1.1 Continue to provide high quality professional governance, advocacy and leadership together with effective administration of Council's resources
- 4.1.2 Continue to provide consistent, accountable, transparent and effective governance of the King Island Council
- 4.1.3 Continue to work on long term financial viability planning for the municipality
- 4.1.4 Continue to support and develop skilled, experienced, accountable, community minded motivated staff members

Planning and Projects

- 4.1.5 Plan to align strategic priorities with staff members portfolios