

Flinders Council

Annual Plan

Year ending 30 June 2012



FLINDERS
COUNCIL

FLINDERS COUNCIL ANNUAL PLAN

Flinders Council's Annual Plan for the 2011/2012 financial year has been prepared and adopted by Council in accordance with Section 71 of the Local Government Act 1993 in that it:

- is consistent with Council's strategic plan*
- includes a statement of the manner in which Council is to meet the goals and objectives of the strategic plan*
- includes a summary of the budget estimates adopted by Council*
- includes a summary of the major strategies to be used in relation to the Council's public health goals and objectives*

In 2011/12 Council will endeavour to meet the goals and objectives of the strategic plan in an inclusive manner with its community members.

Summary of the Estimates for the 2011/12 Financial Year

<i>Estimated Revenue of the Council</i>	<i>\$3,900,477</i>
<i>Estimated Expenditure of the Council</i>	<i>\$4,632,022</i>
<i>Estimated Borrowings by the Council</i>	<i>None</i>
<i>Estimated Capital Works of the Council</i>	<i>\$2,833,188</i>

Our Vision for the Furneaux Community

A thriving, inclusive and self reliant community that offers opportunities for current and following generations while maintaining the diversity, uniqueness and attractiveness of the natural environment.

Flinders Council Mission

To provide leadership, services and support which contribute to the wellbeing and sustainability of the Furneaux community and its environment.

FLINDERS COUNCIL

MAYOR

Cr Carol Cox

DEPUTY MAYOR

Cr David Williams

COUNCILLORS

Cr Marc Cobham

Cr Mary-Anne Roberts

Cr Peter Rhodes

Cr Gerald Willis

Cr Ronald Wise

CORPORATE MANAGEMENT TEAM

General Manager

Raoul Harper

Corporate Services Manager

Kim Hossack

Works & Services Manager

Les Pitchford

Aerodrome Operations Manager

Jeffrey Grace

Environmental Health Officer

Jacci Viney

Municipal Planner

Consultant

Municipal Engineer

Consultant

OPERATIONAL PLANNING

Introduction

The Local Government Act 1993 provides under Section 71 that Council must prepare operational plans for its area. The Annual Plan for the Flinders Council outlines the priority activities and projects that will be undertaken by the Council in the 2011/2012 financial year.

Your Council has determined these priorities after consideration of the Strategic Plan and the resources required to undertake the work.

Council staff have considered Council's priorities and determined the actions, financial and other resources necessary to achieve the outcomes identified by the Council.

The management group have coordinated these inputs into a single plan that was submitted to Council for approval. The approved Plan forms the basis for employee action, activity and performance management for the financial year ahead.

Responsibility and therefore accountability remains under the Act with the General Manager for the implementation of this Plan. Individual managers are responsible for meeting functional targets identified by the Plan within the limitations imposed by resource allocation determined by the budget approved by Council.

Purpose of the Plan

The Plan fulfils the purpose of the Local Government Act by ensuring a disciplined approach is employed to efficiently and effectively use the resources available to Council.

The Plan, of course, is subject to regular review. It will be the benchmark for senior management and Council to appraise organisational performance and strategic direction.

Our Strategic Focus Areas

Environment and Natural Asset Management

An environment that maintains its diversity, uniqueness and attractiveness while supporting sustainable production and lifestyle.

Infrastructure

Efficient and reliable infrastructure that supports and protects production, services and lifestyle.

Land Use, Development and Building

A productive system of land and building development that promotes investment and activity while protecting people and the environmental characteristics of the Flinders municipal area.

Community Safety, Engagement and Enterprise

Through positive Council-Community partnerships, enhance people's security, inclusion and well-being.

Corporate Governance and Intergovernmental Relations

Decisions are professionally and transparently made, communicated and implemented to achieve defined outcomes in the interest of the community.

Furneaux Future

A thriving, self reliant community offering opportunities for current and following generations while maintaining core values and attributes.

STRATEGIC FOCUS AND OPERATIONAL PLAN

THE FOLLOWING OVERVIEW AND STRATEGIC GOALS ARE DRAWN FROM THE FLINDERS COUNCIL STRATEGIC PLAN 2011- 2016.
THE OPERATIONAL PLAN FOLLOWS THE STRATEGIC OVERVIEW.

1. Environment and Natural Asset Management

Strategic Outcomes

An environment that maintains its diversity, uniqueness and attractiveness while supporting sustainable production and lifestyle

People who live within the Furneaux Group are largely drawn by its' environment and how it supports their goals and endeavours. The natural environment and resources largely underpins both past and future settlement.

The temperate maritime climate, reliable rainfall and groundwater combined with a varied topography of high granite peaks, lowland hills, flat plains and coastal dunes combine to provide a balance of primary production zones and conservation areas that range from world significant classifications to areas of state, regional and local significance. These conservation zones relate to both vegetation and birdlife.

The agricultural land capacity reflects large areas of sound, productive land predominantly used for grazing (50,636ha). A small area has been allocated to production forestry (1,235ha) and is currently being harvested and planned for alternate uses. The largest proportion of land is retained in its original, unaltered form (106,395ha). In much of the lowland grazing areas, soils are carbon rich and are becoming increasingly productive as new, environmentally sustainable soils management techniques are introduced. The separation of Flinders Island provides a potential to position its primary production as GE free, complementing its environmental positioning in the market. These innovations are designed to improve productivity and reduce environmental and business risk. Much of the agricultural land is highly engineered to achieve drainage outcomes that facilitate grazing; as with the N/E coast of Tasmania much of the agricultural land is identified as containing areas of moderate salinity.

Strong sea currents are evident, in particular related to tidal flows, while the Eastern Australian Current also results in Flinders experiencing a maritime environment that has a rich, diverse and resilient sea life ecosystem.

The challenge for the Furneaux community is how we realise the opportunities the natural environment offers while also maintaining and enhancing it and its bio-diversity. As a key element of the "Flinders Brand" it is essential that we factor this natural environment foundation into our decisions and actions.

The key challenges identified include:

1. Understanding, maintaining and enhancing the natural environment, biodiversity and resources;
2. Supporting access and production while maintaining attributes;
3. Protecting soil and water capacity;
4. Management and eradication where possible of introduced species;
5. Protecting and enhancing visual beauty; and
6. Constructively engaging with aboriginal communities to gain outcomes that reflect culture and current uses.

Strategic Conclusion

The Furneaux Group comprise an abundance of natural, productive and scenic assets, which provide the basis of the islands attraction and sustainable development potential. Environmental sustainability is the key platform that supports development and operational decisions.

Strategies

1. Promote environmentally sustainable practice;
2. Design land use and development policies that balance environmental, economic and social outcomes;
3. Apply environmental retention and enhancement criteria in defining and promoting viable economic and social opportunities; and
4. Enhance access to and use of environmental assets to ensure values are recognised.

Strategic Performance Measures

Retention and health of landscapes, soils, waterways and bio-diversity

Protection of visual amenity

Sustainability and productivity of agricultural land and waterways

Sustainability of waste disposal

1.1.1 Recurrent Activities				
STRATEGY - Promote environmentally sustainable practice				
ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Community education and communication NRM Facilitator	Program to needs/opportunities	\$6,500	Ongoing, Events	Numbers of participants involved; Take-up & resultant changes aligned to program goals Incidents of regulatory non compliance; Grants accessed
Farm and business based planning, project implementation & evaluation NRM Facilitator, property owners and employees	NRM contract. Continuing support for existing PMP clusters. Minimum of 6 PMP investment proposals submitted to NRM North.	\$97,500	Ongoing, workshop and project based activities; Completed June 2012	Numbers involved at each stage; Changes in NRM profiles; Agricultural land productivity, sustainability risk and capacity profile; Incidents of regulatory non-compliance Grants accessed
Community engagement in environmental projects NRM Facilitator, residents	4 community groups (including indigenous) engaged in NRM on ground projects.	\$6,000	Ongoing, project and activity based; Completed June 2012	Numbers Involved Numbers, location and focus of projects; Changes in NRM profiles Grants accessed

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Environmental sustainability of Council programs and operations NRM facilitator, Council Managers and employees	Review quarry	\$5,000	Completed review of quarry activities by February 2012. Weed management on Council land to be reviewed and recommendations put to management by June 2012	Project designed and implemented;
	Weed management within council land			Compliance with best practice;
Transition to sustainable Solid Waste Management Systems Council, GM, Management Team & affected communities	Design quarry rehabilitation program and implement	\$20,000	Ongoing, project and activity based;	Reduction in environmental impact; Cost savings
	Policy development	\$15,000	Ongoing, project and activity based;	Sustainable, compliant solution designed;
	Technical and operation design	\$15,000	Ongoing, project and activity based;	Investment & operational efficiency,, full compliance with standards and license conditions
	Cape Barren Island solid waste system	\$40,000	Design and planning completed by June 2012	Compliance levels
	Continue works at Whitemark Tip			
1.1.2 Strategic initiatives				
STRATEGY – Design Land use and development policies that balance environmental, economic and social outcomes				
Clarify principles, policies and specific criteria that can be integrated in levels of planning mechanisms. Council, Management team and Consultant	Interim planning scheme	\$50,000	Structure Plan 2011 delivered by November 2011	Outcomes defined and translated into workable parameters and specific requirements that support confident decision making;
	Structure Plan		Interim Planning Scheme completed and submitted to the TPC by December 2011. Community consultation completed by December 2011 on draft interim scheme.	Applications reflect requirements, enabling efficient approval or modification
	Community Education		Precinct plans when developed	Interim Planning Scheme delivered
	Need process for on site assessment of D.A.'s			Structure Plan delivered
	Linkages with Planning Department			

STRATEGY – Apply environmental retention and enhancement criteria in defining and promoting viable economic and social opportunities				
ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Apply the above policies and criteria to specific opportunities and proposals and integrate into the marketing strategies</p> <p>NRM Officer, EDO, General Manager, Corporate Services Manager</p>	<p>Council Carbon Neutral Project</p> <p>Sharp Airlines/Council/Farmer Carbon Offset Program</p> <p>Renewable Energy Plan</p>	\$52,250	<p>Installation of PV systems on Council buildings completed by January 2012. Installation of PV sun tracking system at Airport completed by February 2012. Renewable Energy Plan for Flinders Island completed by February 2012. Carbon offset vegetation planting opportunities are highlighted</p>	<p>PV systems on Council buildings and at airport are installed and functional</p> <p>Renewable Energy Plan is delivered and used to lobby for Federal funding of projects</p> <p>Appropriate funding or investment is attracted for carbon offset plantings and program</p>
STRATEGY – Enhance access to and use of environmental assets to ensure values are recognised				
<p>Protect and as required formalise public access to coastal and inland areas</p> <p>Council, GM, Planning Consultant</p>	<p>(in conjunction with road infrastructure review)</p> <p>Team based and partnership with other Government agencies approach to access and maintenance tracks in coastal areas</p>	\$10,000	<p>ongoing</p> <p>Ongoing as part of planning reforms, planning applications and discussions with Government agencies</p>	<p>Flinders Municipalities environmental assets are provided with appropriate protection, management and access for the communities use where appropriate. Agreements are sought where possible with landowners for transfer of important access tracks to Council ownership and management. Access to valued coastal areas is imported and formalised</p>

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Provide residential, tourism and recreational opportunity adjacent to environmental assets where the necessary balance can be achieved Council, GM, EDO, Planning Consultant</p>	<p>Team based approach to access in coastal areas</p>		<p>Ongoing as part of planning reforms</p>	<p>Deliver balance between access, safety and amenity</p> <p>Long term protection</p> <p>Sustainable development and employment</p>

2. Infrastructure

Strategic Outcomes

Efficient and reliable infrastructure that supports and protects production, services and lifestyle.

Flinders and Cape Barren Islands have the full suite of productive island infrastructure, roads, wharves, airport and airfields, water, power, solid waste disposal and communications.

Flinders Council is directly responsible for the provision and maintenance of local roads, the airport, solid waste management, drainage/stormwater and community facilities.

Of the road network of 385k on Flinders, only the road from Whitemark to Lady Barron is classified as a State Road, the remaining 359k is classified as local roads for which the FC has sole responsibility; of the 385k, 73k is sealed, the remaining 312 k gravel surfaced. The road network consumes around 18% of the council's operational budget and requires an allowance of approximately \$1m for depreciation per annum. Much of the Flinders Island production occurs to the north of the "end" of the state owned road providing weight to the argument that the link to the north should also be classified as part of the state road network, discussions with the State Government have outlined that it is unlikely that they would assume any further road ownership beyond their current obligations. While Cape Barren Island roads are included as Flinders Council assets, they are maintained by the State rather than by the Council. Council has no DOMAIN for power reticulation or water supply on any of the islands.

Our strategy is to provide quality infrastructure with high levels of safety standards by applying the optimum lifecycle mix of maintenance and capital investment expenditure.

Solid waste management (swm) occurs through a combination of council operated landfill sites at Whitemark and Lady Barron and a transfer station at Killiecrankie. Consideration of how best to manage solid waste on Cape Barren Island is ongoing. Responding to the challenge of environmental compliance in small, island communities, which receive none (or limited) SWM service from Council, is a major issue that will require an innovative and cost effective response. Parks (DPIWE) provide bins at camp sites and transfer this to the landfills, it is understood that a significant level of disposal at on-property sites occurs. Little household waste separation has been encouraged (or supported) and no household collection service is provided. The consequence of this is a system that does not reflect basic compliance in disposal and only very limited recovery or recycling of materials. The dispersed population and small scale of operations are problematic in developing efficient collection and recovery processes. This is a strategic issue in terms of both compliance and reflecting the underpinning environmental and amenity values of the Furneaux Group, a structured transition to an efficient, compliant Solid Waste Management model is required but is frustrated by the communities inability to fund the cost of modern waste management systems.

Given the "island nature" of Flinders municipal area, physical and communications access is critical, as is reliable, cost effective energy supply. While not areas of direct council DOMAIN, ***Flinders council will, as necessary, play a role in lobbying for services that are fit for purpose and do not disadvantage the Flinders community.*** Council's view of the importance of having appropriate access to Flinders is demonstrated in ownership of the airport, a registered facility that Council is advancing to a certified facility.

TasPorts is the owner of both the Whitemark and Lady Barron facilities, both of which have been identified as unfit for purpose, while on Cape Barren Island, MAST has DOMAIN for major marine infrastructure along with funding some privately owned infrastructure on settled islands. Funds have been allocated to the redevelopment of the Lady Barron port area but are less than required to ameliorate the inadequacies of the precinct. To ensure that the port is developed in the context of the future of Lady Barron and the Furneaux community overall in addition to considering specific issues such as growth in the port area, safety and contemporary infrastructure this redevelopment will be reflective of the proposed Furneaux Group "Structure" and port precinct plans to guide land-use and provide development parameters into the foreseeable future. The Whitemark wharf facility is in an obvious state of

disrepair and appears to present a significant safety risk; additionally, its exposure to the west and tidal nature reduces the likelihood of its use as a contemporary freight port. The current state of the facility reduces the amenity of the coastline on the “back door of Whitemark”. A single high quality facility for larger freight and commercial vessels appears (based on the infrastructure and functionality of Lady Barron Port) to provide the option to achieve the best return on investment. Introduction of a new shipping operator has increased certainty of service; their planned construction of a new, faster vessel would provide significant access advantage and open up additional segments of the visitor market.

The Whitemark Airport provides good all-weather air access and in combination with a new regional air service provider provides additional scheduled services. The challenge with the airport is continuing to meet the recurrent expenditure and investment to comply with the standards required to support this service capability and certified airport classification. The airport upgrades currently underway provides the opportunity to consider a light industrial park adjacent to this facility, providing a useful consolidation of services in this area and freeing up residential land in Whitemark; such a development would ensure that both infrastructure and light industrial services could be effectively delivered. As with the Lady Barron port precinct, the “Structure Plan” and new Planning Scheme will guide the consideration of these options.

Water supply has been incorporated into the “Ben Lomond Water” structure, this includes bulk storage and reticulation; no wastewater reticulation/treatment occurs within the municipality. Council retains DOMAIN for stormwater drainage and is facing significant challenge in low lying areas adjacent to Whitemark.

Flinders municipal area has the highest proportion of community facilities per head of population in the northern region of Tasmania. Some of these facilities are little used and are representative of a time when the population was larger and more involved in local clubs and community activities. Some of these facilities are no longer fit for their original purpose. A plan to make a transition from a facility profile that is unsuitable and underutilised to one where there are fewer, but more suitable facilities is considered necessary; the benefits sought from this will be to:

- Provide more suitable facilities;
- Provide an attractor for population increase;
- Increased use; and
- Reduced maintenance costs for the benefit delivered.

Hydro Tasmania uses diesel generators to supply the bulk of Flinders power supplemented by privately owned wind generation. The potential to use natural sources of power such as wind, solar and tide to provide a sustainable and more productive power source is under consideration. Hydro Tasmania’s evaluation of options should include the application of small scale generation technology and a mix of innovative ownership models.

Access to high speed, big pipe digital services is increasingly becoming a necessity. Such access can facilitate improved productivity in business, education and health diagnosis; in effect such access can improve the safety, viability and sustainability of a community such as the Furneaux Group Community. Council will continue to lobby for access to communication services that meet the community’s needs and energy provision that is reliable, environmentally appropriate and priced to ensure our productive competitiveness.

The reliability and fit for purpose characteristics of infrastructure are critical for a remote location and to generating a positive future. The return on investment on infrastructure is, using our current industrial models, scale dependent – you need “X” users to break-even, there is the option to use other models to provide effective and efficient service models to small, remote communities. Flinders Council faces even greater challenges than local authorities of a similar size and rate base because of its island status and the broad dispersal of people across the Furneaux Group. There are elements of the infrastructure mix, such as the port and airport where the effective population constraint can only be lessened by increasing visitation or the volume/value of cargo; similarly for roads the return on investment can be improved by increasing the value of the goods and services transacted by moving over them. Increasing the scale of the ratepayer base is fundamental to ensuring the cost of providing infrastructure is “reasonable” to individual ratepayers.

However, potential exists for the community to position itself as a pilot community in the use of existing and emerging technologies for renewable energy (e.g. a mix of miniature and mid size plants), communication and transport. Any pilot programs must be focused primarily on pragmatic outcomes.

Infrastructure is important to the productivity, liveability and environmental sustainability of the Furneaux Group. Its current location, condition and fit for purpose status is reflective of how the municipality has developed and the decisions of external providers and agencies; to ensure that investment and maintenance costs are optimised it is important that Infrastructure is a key consideration in how and where development occurs. In considering the development of a cost-effective asset management system for the Flinders municipal area, the initial question in relation to the asset relates to consideration of the assets current and future role and then defining the appropriate standard with respect to its level of use and contribution to strategic outcomes and the cost-benefit of continued public provision to that standard. In an operating environment that is financially constrained, it is important that key assets are defined, standards agreed and expenditure is optimised.

Relative to more densely populated settlements, those in the Furneaux Group are not fully serviced; reticulated water is effectively untreated. Many residents respond to this by collecting rainwater; the size of building blocks is such that on-site treatment of waste water is both viable and sustainable; it is important to maintain and support the existing characteristics of sustainability and self reliance within the community while also advocating and directing appropriate, considered and environmentally sensitive infrastructure development in the existing settlement areas and within new developments when required or the opportunity arises.

Strategic conclusion

Access to and within the islands, affordable energy, effective communications and sound environmental and physical infrastructure are critical to the viability of the Furneaux Group, Flinders Council must optimally invest capital and recurrent funds for the airport, local roads, community facilities, solid waste management and stormwater mitigation to meet needs and standards while urging other funders and providers to meet their community service obligations and so that the community are provided high quality, safe and affordable infrastructure and utilities.

Strategies

Identify infrastructure objectives and standards for assets and develop a viable, asset lifecycle management and operational model;
Optimise infrastructure to support existing settlements and enhance sustainable development opportunities and remove impediments to growth;
Lobby utility and access providers to meet obligations so that infrastructure policy and service provision provides for relative equity; and
Pursue “best practice” delivery models that balance cost and outcomes.

Strategic Performance Measures

Fit to purpose and reflects needs and associated standards

Asset condition Index

Asset utilisation and cost

Complaints and incident causality

Unit rates

2.1.1 Recurrent Activities

Strategy – Pursue “best practice” delivery model that balances cost and outcomes

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Adopt asset management and operational model GM, WM,CSM</p>	<p>Flow on from review of road infrastructure Adopt asset management system</p>	<p>\$10,000</p>	<p>Roads 2012 Other assets ongoing</p>	<p>Asset management model and system adopted June 2012 Re-valuation of assets completed by June 2012</p>
<p>Review infrastructure management and operational procedures as basis of introduction of continuous improvement system GM, WM, Staff</p>	<p>Integration of works department and airport maintenance, engineering, capital equipment and general works programs Develop works program, levels of service specifications and associated procedures Structured management meetings, communication Skills profile and succession planning, certification training & traineeships Identify core skills profile and “critical” workforce structure and capacity Review unit and hire rates to identify skills, equipment and management opportunities for improved productivity</p>		<p>2011/12 Ongoing - weekly</p>	<p>The normal functions of the works department are also undertaken at the airport at a maintenance level, engineering and capital works. Integration completed by February 2012 Regular weekly meetings are held between management. Flexibility in workforce, autonomy and self management Improvement in skills profile and capacity to match priorities Unit rates for maintenance and construction are competitive with industry benchmarks; level of improvement in quality and cost</p>

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Maintenance	Roads and Bridges	\$1,620,406		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Buildings	\$40,650		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Facilities	\$40,650		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Towns	\$121,950		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Airport	\$326,761		Quality of work, meet timeline and budget, unit rate improvement, community feedback

2.1.2 Strategic Initiatives

STRATEGY – Identify infrastructure objectives, standards for assets and develop a viable, asset lifecycle management and operational model

<p>Design an asset management model and system for the Flinders road network</p> <p>Council, GM & project team</p>	<p>Project team to review the existing network to identify priority and secondary roads.</p> <p>Three year work schedule</p> <p>Define public road redundancy and coastal/public land access (safety and emergency access)</p> <p>Encourage limited load access</p>	<p>L, B, R G 6 days</p>	<p>Asset management system developed to guide maintenance and investment decisions by June 2012</p> <p>Evaluation 2012/13</p>	<p>Map based representation with standards set for classification by council as basis for access and budget policy;</p> <p>Achievement of standard condition on priority assets; Reducing proportion of "repair" a proportion of asset maintenance costs</p> <p>Develop a profile of critical and affordable road and access assets</p> <p>Maintenance/improvement of standards in key assets</p>
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ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Review options for change in ownership of road network elements – major and highly localised</p> <p>Council, GM, WM</p>	<p>Element of above project to define</p> <p>Design transfer strategy and process (Palana Rd & Cape Barren network to DIER)</p> <p>Partnership Agreement Consideration</p>		<p>End March 2012</p>	<p>Professional review, supportable conclusions and basis for affordable length and standard of road;</p> <p>Reduction in depreciation and maintenance costs.</p>
<p>Review community facility portfolio with the view of developing a profile that matches contemporary and emerging needs</p> <p>Council, GM, CM, EDO</p>	<p>Community and Recreational Facilities Audit</p>		<p>Community engagement, review & plan 2011/12</p> <p>Funding and transition ongoing from 2012</p>	<p>Community support for plan;</p> <p>Utilised facilities that reflect contemporary behaviours and needs ;</p> <p>Facilities and use attract visitation to Flinders;</p> <p>Maintenance costs reflect value delivered.</p>
<p>Airport Master Plan</p> <p>Planning</p>	<p>Consideration of numbers and “value” versus upgrade cost</p> <p>Provide an overall plan for the development of the airport and surrounding area</p> <p>Improve financial sustainability</p>	<p>\$50,000</p>	<p>Airport Master Plan Dec-11</p>	<p>Delivery and acceptance of the plan leading to more effective service</p> <p>Lease of Terminal and MoU with RPT</p> <p>Reduced fixed and operational costs</p>

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Capital Works	Roads Sealed	\$180,000		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Roads Unsealed	\$205,000		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Buildings	\$196,938		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Facilities	\$5,000		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Town	\$8,500		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Airport	\$440,440		Quality of work, meet timeline and budget, unit rate improvement, community feedback; Compliance to regulatory requirement and service providers needs

STRATEGY – Optimise infrastructure to support existing settlements and enhance sustainable development opportunities and remove impediments to growth				
ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Identify residential growth, key access, tourism, light industry and processing sites and design infrastructure response to match economic and environmental objectives</p> <p>Council, GM, EDO, WM and Consultant</p>	<p>(Link to road infrastructure review, solid waste management, structure plan, precinct plans and planning scheme)</p>	<p>\$50,000</p>	<p>Port redevelopment plan 2011-12 Safe Harbour Plan 2012</p> <p>Airport Master Plan 2011</p> <p>Planning Scheme 2011 Renewable Energy Plan</p>	<p>Plan and business case completed and agreed by Tasports, Crown Land Services and Council. Safe Harbour plan continued to be developed.</p> <p>Airport Master Plan completed and investment plan developed</p> <p>Planning Scheme approved; Renewable Energy Plan complete Compliance with regulation and Flinders Council Strategies & Land Use Planning.</p>
Strategy – Lobby utility and access providers to meet obligations for infrastructure policy and service provision to provide for relative equality				
<p>Develop base positions, identify key players, lobby and as necessary respond to opportunities and incidents</p> <p>Council, GM, EDO</p>	<p>Identify critical needs and parameters and from this develop active and responsive positions</p>	<p>EDO \$2,448</p>	<p>Clarify and document baseline requirements for each key strategic area 2011</p> <p>Ongoing</p>	<p>External stakeholders are clear on Flinders Council position, recognise validity and provide significant and positive support.</p> <p>Access to and support of key external stakeholders; Parity gaps</p>

3. Land Use, Development and Building

Flinders municipal area comprises an interdependent mix of production and service activities each of which has a land use, some built or engineered form and in some instances provides services that underpin settlement and provide for sustainable developments that create economic and social opportunities. Some of these activities, land uses and developments are complementary to the activities and needs of others and our natural environment goals; while some are in conflict. Addressing these tensions is a matter for consideration in providing for new development and in improving amenity and efficient land use in existing settlements.

Strategic Outcomes

A productive system of land and building development that promotes investment and activity while protecting people and the environmental characteristics of the Flinders municipal area.

This is where the Flinders Planning Scheme plays a fundamental role in:

- Making land available and enabling appropriate development that supports the achievement of our social, economic and environmental goals - the context framed by this strategic plan and the “structure plan”;
- Minimising tension between land uses; and
- Providing a strategic and operational framework that enhances and encourages residential and business investment.

The principal Flinders Island settlements are Whitemark and Lady Barron, each having a different primary function within the municipality. Whitemark has been the centre of administration, commercial activity, retail/wholesale and production services such as equipment maintenance and construction services and has been classified in the Northern Tasmanian Settlement Strategy as primarily an “economic enabler”, similarly, but in a more limited context, “the corner” also plays this role on Cape Barren Island. The emphasis of Lady Barron Port has changed from principally fishing to sea freight access and an amenity settlement, a place where people live for the mix of lifestyle and location and has been classified primarily as an amenity centre. The same amenity focus can be applied to smaller centres such as Killiecrankie, Emita and Palana. This consequence of this classification is that these primary functions must be complemented by planning principles that support that function. When considered from both a strategic and a functional perspective the planning principles and conditions can be aligned to achieve the associated objectives and characteristics.

With a significant proportion of absentee owners and increase in residents attracted for lifestyle and amenity, the capacity to provide the mix of housing need necessary to attract people in these segments is an important of the Flinders municipal area’s future.

Demand in the built environment is dependent on suitability of existing stock for intended purpose, increases in income, change to family composition and in the economic/services profile. As with the rest of northern Tasmania, the increase in residential and commercial construction activity in Flinders has grown at a faster rate than has population.

The design of a strategically focused planning and building system is critical to the future of the Flinders municipal area in attracting and retaining population and visitation.

This is the basis on which Flinders Council is pursuing an integrated approach to development and operations.

Strategic Conclusions

Development and settlement patterns around the Flinders municipal area historically developed incrementally, resulting in mixed uses within centres, developments and buildings that do not reflect either the environmental quality of the Furneaux Group or meet contemporary settlement roles, planning principles and community values. The implication of this form of development is that some centres are inefficient and conflicting in terms of land use and do not offer the characteristics valued by their potential market. Flinders is in competition for appropriate investment and development, our planning and building policy and services framework must support achievement of our social, economic and environmental goals.

Strategies

Adopt best practice planning principles in conjunction with Flinders Councils Strategic Plan to guide detailed planning policy and planning tools;
Promote development of specific purpose precincts (such as light industry and a value adding processing precincts) as a means of creating opportunities, resolving land use tensions and risks, consolidating service access and optimising infrastructure investment and efficiency;
Develop design principles that promote sustainability and sympathy with the Flinders municipal area environment and brand;
Facilitate rehabilitation of unused sites to encourage higher value development and improve amenity;
Demonstrate our development principles in projects and investment; and
Provide professional application approval processes.

Strategic Performance Measures

Development parameters and Council strategic directions match

Level and value of interest and new development investment

Level of representation and appeals

Furneaux Group development demonstrably sympathetic to the natural environment

Development processing efficiency

3.1.1 Recurrent Activities

STRATEGY - Demonstrate our development principles in projects and investment				
ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Apply Councils design and material principles to all new and renovated council facilities to demonstrate the value of considered design</p> <p>GM, WM</p>	<p>Define principles underpinning building and facility construction – eco-smart; aesthetics, natural blending materials etc</p> <p>Include in briefs for all of Councils developments</p>		As development occurs	<p>Community recognition and positive acknowledgement;</p> <p>Awards;</p> <p>Reduction in facility lifecycle cost.</p>
STRATEGY - Provide professional application approval and inspection processes				
<p>Apply and resource approval processes to efficiently facilitate applications that meet parameters</p> <p>GM, Planning & Building Services</p>	<p>Processing</p> <p>Advice</p> <p>Review who writes specialist reports and conditions that reflect the Flinders context</p> <p>Develop Flinders specific conditions</p> <p>Business case for on-site planning /building assessments</p>	\$121,038	Ongoing	<p>Processes are efficient, supportive and transparent;</p> <p>Approval times, cost of approval and operational costs are improved;</p> <p>Meet mandatory timeframes at minimum</p> <p>Building compliance procedures and costs are improved.</p>

3.1.2 Strategic Initiatives

STRATEGY – Utilise best practice planning principles in conjunction with Flinders Councils Strategic Plan to guide detailed planning policy and planning tools				
ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Apply and refine as necessary the classification structure and planning principles defined in the Structure Plan to key centres and precincts within the levels of planning tools developed Council, GM, Planning Consultant	Consider and define each settlement, develop future character descriptions and statements and set in place the required planning mechanisms to support.	\$50,000	Structure Plan 2011;	Development parameters match regulatory environment, Flinders Council’s strategy and clarify the development offer to market;
	Define development and building characteristics and formalise in policies and descriptions		Planning Scheme 2011;	Efficient and considered development processes that support the economic, social and environmental goals of the community
STRATEGY - Promote development of specific purpose precincts (such as light industry and a value adding processing precincts) as a means of creating opportunities, resolving land use tensions and risks, consolidating service access and optimising infrastructure investment and efficiency				
Define specific precincts that match the Flinders Councils strategy, needs of the market, where the location of large scale operations, consolidation of like businesses and/or businesses inappropriate for inclusion in residential areas can be located Council, GM, Planning Consultant, EDO	Zoning provisions to better reflect desired land use and existing land use tenures.	\$50,000	Structure Plan 2011;	Regulatory compliance; Planning scheme reflective of desired land use outcomes;
	Consider appropriate business model development to support the development of specific precincts where required		Precinct Plans i.e. Airport Master Plan, Port Redevelopment Plan etc. 2011 onwards Planning Scheme	Creation of investment and economic opportunity; Plans completed and action being taken to implement; Application numbers & value of investment and building work; Risk resolution and mitigation; Efficient infrastructure investment; Efficient development approval

STRATEGY - Develop design principles that promote sustainability and sympathy with the Flinders municipal area environment and brand				
ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>For environmentally sensitive locations, identify and promote design and material principles and preferences that reflect issues outside the BCA but match the characteristics of Flinders and are cost-effective</p> <p>Council, GM, Planning Consultant, EDO</p>	<p>Develop a list of locally available building materials; Desired future character statements for each township and area to reflect design and material preferences.</p> <p>Encourage availability and use of local natural resources and production</p>	\$50,000	<p>Structure Plan 2011 Scheme 2011</p> <p>Planning</p>	<p>Community engagement and acceptance; Use of local materials, designs reflect energy and material efficiency, building design becomes a recognisable and valued element of development</p> <p>Principles and parameters have supportable amenity, technical and cost basis; Developer acceptance</p>
STRATEGY - Facilitate rehabilitation of underused sites to encourage higher value development and improve amenity				
<p>Identify strategic sites and facilitate owners to 'tidy up' and as appropriate rehabilitate sites</p> <p>(Inc Whitemark Port Precinct)</p> <p>Council, GM, EDO and owners</p>	<p>Council to work actively with the crown to seek improvement in facilities or transfer into FC ownership – partnership agreement</p>	\$10,000	<p>2011 – identify and commence work</p>	<p>Sites secured or visual amenity improved to reflect Flinders environment and brand positioning;</p> <p>Potential re-uses identified</p>

4. Community Safety, Engagement and Enterprise

Council is directly responsible for monitoring public health standards and risks, this is a key preventative, risk management and response program that underpins the health of people and safety of food based products and services for local consumption and export. This is consistent with Council's role as a monitor and facilitator of health rather than a direct provider of health care services. In some areas, the community has a dominant role in provision, while in other areas such as the schools, in providing support; Council is generally involved in providing a mix of support ranging from Councillor participation to in-kind or direct financial contribution.

A productive relationship between council and the community provides the basis for mature collaboration in providing services and achieving beneficial outcomes that are beyond the resources and/or responsibilities of local government or community groups alone.

The benefits are demonstrated by:

- The high rate of participation of councillors in community/Council committees;
- The community being highly engaged in guiding and contributing to education, health and services to at risk groups;
- Viable and effective SES, Fire Services and Ambulance; and
- Ongoing and periodic community arts, cultural and recreation initiatives that contribute to community wellbeing.

These examples demonstrate benefits ranging from physical and property safety, health, education and the enrichment of lives, all of which combine to make a highly liveable community and an important sense of wellbeing and pride.

Strategic Outcomes

Through positive Council-Community partnerships, enhance people's security, inclusion and well-being.

Such interaction and collaboration generates a two way flow of benefit, council direct and in-kind support is often beneficial to community groups and likewise community perspectives and support are often beneficial to council in making decisions and pursuing strategic outcomes for the community. These processes and associated demonstrated leadership and benefits are central to the enhancement of social capital as a key Furneaux Group resource.

While the summary above reflects a service, event and problem solving focus, active and positive engagement and constructive relationships are central to the concepts of inclusion and belonging that form the social and cultural heart of a community.

This provides a dual focus to Council's involvement:

- Collaboration in the provision (facilitation) of services; and
- Community capacity building and associated participation in service delivery and development of community enterprise.

For small scale communities the potential to integrate the traditional “top down and externally resourced business investment” as a means of improving elements of community wellbeing, with emerging “progressive” approaches based on community empowerment provides significant potential to combine resources in a manner that delivers value beyond that able to be realised by either approach in isolation. Within the Furneaux community context, the challenge is how the most appropriate balance is achieved. It is not a matter of starting from scratch, as demonstrated above, one of the areas key assets is its highly engaged community. There are already examples of opportunities that can be realised by working with existing community initiatives, for example, arts and creative activities are emerging as factors in:

- increasing social cohesion;
- promoting and marketing regions; and
- being identified as a precondition and generator of economic success.

Art and culture (in its broadest sense) is becoming increasingly important to the community not only in terms of liveability but also in attracting visitors, demonstrating the flow-on benefits that can accrue from community based enterprise.

Strategic Conclusions

The Furneaux community’s spirit of enterprise and community flows over into the contribution community organisations make to health, safety, education, culture, recreation and business. In a small community, collaboration between council and community groups is important to provide access to facilities, services and activities that would otherwise be unavailable; retention and development of such partnerships are central to our social and economic prosperity and sustainability.

Strategies

Provide professional environmental and public health services;

Support effective and timely incident and emergency management planning & response;

Maintain and develop productive, constructive relationships with community organisations involved in delivery of strategic services and activities;

Facilitate the provision and enhancement of critical health and education facilities and service levels by State and federal agencies and NGOs (at risk groups)

Support capacity building in community organisations and facilitate the development of community enterprise; and

Joint venture as appropriate with community organisations to influence external organisations (agencies etc) in the development of policy and delivery of services and events.

Strategic Performance Measures

Identification and management of community risk

Level of public and environmental health incidents;

Number and demographics of people involved in community activities, enterprise and services;

Retention and enhancement of service levels and effectiveness;

Level of independence of community organisations;

Relationships between council and community groups

4.1.1 Recurrent Activities

STRATEGY - Provide professional environmental and public health services

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Provide a program of structured inspection, compliance management, education and immunisation. EHO</p>	<p>Critical risk assessment</p> <p>Develop inspection policy and program</p> <p>Education program to mitigate major EHO identified risks</p> <p>Implement to reflect critical risks</p> <p>Integration with community health plan</p>		Ongoing	<p>Risks identified, mitigation plan in place, effectiveness of response to incidents, reduction in incidents</p> <p>Business and operations compliance levels; Notifiable diseases</p> <p>Food related incidents</p> <p>Air-borne illnesses and related ailments</p> <p>Water-borne illnesses and related ailments</p>
<h3>STRATEGY - Support effective and timely incident & emergency management planning and response</h3>				
<p>In conjunction with other emergency response groups, have appropriate plans and resources in place to mitigate and respond to identified risks and incidents Council, GM, Police & Emergency Services, TFS, Ambulance, Community</p>	<p>Evaluate and as necessary modify risk management plans</p> <p>Review to ensure currency and risk approach</p>	\$2,000	Ongoing	<p>Risk management plans in place;</p> <p>Resources are available to respond in time;</p> <p>Response effectiveness</p>

STRATEGY - Maintain and develop productive, constructive relationships with community organisations involved in delivery of strategic services and activities				
ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Engage with, as necessary support and integrate into Flinders Council plans key community based service providers Council, GM	Liaise with community based incorporated organisations	\$8,400	Ongoing	Services scope matches identified needs and risks;
	In kind support and facilities	\$5,230		Level of community participation;
	Grant application and administration			Number and value of successful grant applications;
	Council facilities maintained to reflect use			Number and success of council supported groups and events;
	Gifted services, facilities and support	\$5,000		Cost per utilisation Mixed age profile in volunteers.
4.1.2 Strategic Initiatives				
STRATEGY - Facilitate the provision and enhancement of critical health and education facilities and service levels by state and federal agencies and NGOs (at risk groups)				
Collaborate with incorporated bodies associated with key facilities and services to retain and enhance scope and level of service, including implementation of innovative responses Council, GM, EDO, CDO	Facilitate development of a community health plan and if appropriate community based business/ organisational model to play a key role in the development, management and funding of health programs, services and facilities	\$5,304	Ongoing	Community health plan delivered Community participation
	Support Immunisation programs Encouraging community uptake of “transition” program, NGO’s and other community providers to uptake other roles and provide facilities	\$2,000		Planned outcomes achieved Enhanced scope and level of service to the community;
	Best use of all resources by coordinating across all stakeholders			Reduction in fixed support costs
	Ongoing ‘facebook’ connections to support, what’s happening on Flinders			Use levels

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Deliver and/or facilitate delivery of development programs and events for community and youth</p> <p>GM, CDO, Community Organisations</p>	<p>Surfing program</p> <p>Develop wider resource base</p> <p>Link GP north through MoU to expand preventative health</p> <p>Food and entertainment events</p> <p>Clean-up Australia, Australia & Tasmania days</p> <p>Healthy options, nutrition and exercise</p>	<p>\$32,500</p>	<p>Ongoing</p>	<p>Create a Community Development Plan</p> <p>Collaboration of groups; to broaden & rename the current Youth Action Committee to include all of community.</p> <p>Increase or maintain participation;</p> <p>Program outcomes achieved;</p> <p>Grants received</p> <p>Objectives aligned and agreements in place</p> <p>Events coordinated, Successful grant applications;</p> <p>Provision of healthy eating and drinking options at local events as well as education.</p>
STRATEGY - Support capacity building in community organisations and facilitate the development of community enterprise				
<p>Identify opportunities to enhance the delivery and governance skills of community organisations and establishment of community responses to opportunities and challenges</p> <p>CSO, Community Groups</p>	<p>Identify opportunities for participation in development programs</p>		<p>Ongoing</p>	<p>Opportunities for the community to engage in activities;</p> <p>Provide support to local groups & community organisation with grant submissions & program development;</p> <p>Use of community facilities</p> <p>Smoothly operating, effective community groups;</p> <p>Community enterprise(s) complementing external investment.</p>
STRATEGY - Joint venture as appropriate to influence external organisations (agencies etc) in the development of policy and delivery of services and events				

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Identify strategic opportunities and challenges to the Furneaux future, develop and prosecute a position supported by key community groups Council, GM, EDO	Key strategic issues lobbying based on business case (energy, access, port, roads) Community health plan as basis for business case and grant access	\$10,500 \$10,000	Ongoing	Strong business cases, including social return on investment; Results to objectives for this period External stakeholder engagement;

5. Corporate Governance and Intergovernmental Relations

This program focuses on transparent, effective and efficient decision making, implementation and evaluation both within council and in other levels of government as they relate to the Furneaux Community.

Strategic Objective

Decisions are professionally and transparently made, communicated and implemented to achieve defined outcomes in the interest of the community

Within these principles, Council is committed to developing strong, active strategy and policy and then providing the necessary framework and resources to support implementation. A critical element of the Council's governance is evaluation, considered necessary to maintain productivity and relevance to changing circumstances, values and priorities – ensuring Council continues to provide value for money.

The challenges we face include:

- Developing a relevant focus and priorities that reflect Flinders municipal area's preferred future and our statutory obligations;
- Considering the best mix of policy and approaches to realise our goals within our resource capacity;
- Designing our decision making and implementation structures and processes to ensure all council actions reflect the above values;
- Encouraging other levels of government and their agencies to apply the same principles when affecting the Furneaux Community; and
- Defining and realising opportunities while managing risk; and
- As an isolated, small community we are exposed to changes in the external environment and vulnerable to policy decisions created for mainstream application.

Strategic Conclusions

It is critical that Flinders Council professionally and productively delivers on its statutory responsibilities, facilitates appropriate development and influences other government's policy design and implementation so that where possible our community does not suffer disadvantage compared with other communities. Achieving this will require the development of an organisation wide focus on achieving our strategic objectives and introduction of contemporary corporate governance systems and processes to support productivity improvement.

Strategies

Support the capacity and productivity of our organisation and a culture of professionalism, compliance, innovation and service;

Develop a strong evidence base to strategies and initiatives to support "business case" presentation;

Develop and maintain an influential network of external stakeholders who understand the needs and direction of Flinders Council and are supportive; and

Actively participate in local government, industry and regional organisations.

Performance Measures*Compliance**Community Satisfaction**Decisions are evidence based, transparent and defensible**Communication is relevant to needs**Process efficiency and effectiveness**Productivity improvement**Outcomes achieved***5.1.1 Recurrent Activities****STRATEGY - Actively participate in local government, industry and regional organisations**

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Attend meetings and participate in sub-committees in key strategic area</p> <p>Council, GM</p>	<p>NTD Planning Regional issues Disaster Management Planning LGAT</p> <p>Office of the Energy Regulator</p> <p>Shipping, Aviation , Health, Emergency Management Aboriginal liaison</p> <p>Government Ministers, advisers and agencies, Secretaries State & Federal</p>	<p>\$20,000</p>	<p>Ongoing</p>	<p>Key agenda influencers, decision makers and investors are aware of Furneaux Group opportunities and issues;</p> <p>Council engaged with them at decision time;</p> <p>LGAT agenda items presented to Councillors as required LGAT meetings and AGM attended Committee meetings attended and where required actions followed through Results re objectives.</p> <p>Regular correspondence and appropriate support to ALCT, FIAA & CBIAA. Constructive relationships</p> <p>Maintain regular contact with Ministers, Departmental Secretaries, advisers and agencies. Where possible seek meetings when off island and also seek visits to the island.</p>

STRATEGY – provide best practice management and administrative support to the Council Decision Making and implementation and evaluation				
ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Compliance		\$14,000	To Schedules	Meet compliance timetables and reporting standards
Administration & customer service	Review provision of information to Councillors	\$45,000	To meeting deadlines	Councillor feed-back on the information and process to support their decision making
5.1.2 Strategic Initiatives				
STRATEGY - Support the capacity and productivity of our organisation and a culture of professionalism, compliance, innovation and service				
Design and implement an integrated governance; strategic and operational planning & service delivery system Council, GM, Managers	Implement Strategic and operational plan through integrated management meetings, monitoring and reporting and improved activity and outcome budgeting and costing Commence preparation of operational manuals, levels of service and specifications	\$10,000	Integrated Strategic and operational plans & reporting 2011 Structure plan 2011	Strategic, operational and structure plans integrated and in place March 2012 Timely and accurate reporting to Council and audit Compliance; Achievement of strategic objectives
Design and implement a continued professional development & productivity Improvement Program Council, GM	2 way appraisal Review operation of new telephone and network server Support, review and as necessary enhance the organisational structure and associated processes Staff growth and succession plan Training plans, performance reviews Staff training	\$19,500	Design and Implementation 2011/12 - ongoing	All staff performance reviews completed, training plans agreed and position descriptions up to date. Functionality and security Skills profile matches decision making and delivery performance requirements; Skills gaps reductions; Staff retention and satisfaction Program value/cost.

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Achieve a sustainable balance of income, investment and recurrent expenditure</p> <p>Council, GM</p>	<p>Maintain expenditure budgets at 2010/11 real levels as benchmark</p> <p>Address issues of depreciation (inc transfer of assets to State)</p> <p>Identify potential revenue streams, including commercial waste charges at Whitemark WDS</p>		<p>Design principles, policy and model 2012</p> <p>Implement 2011/12</p>	<p>Finance Committee of Council established and functioning; Long Term Financial Management Plan in place;</p> <p>Sustainability ratios;</p> <p>Return on investment;</p> <p>Increases in rate base;</p> <p>Productivity improvement</p>
<p>Achieve the optimum balance of internal and external skills and services</p> <p>GM</p>	<p>Review critical skills profile</p> <p>Develop management and operating policies and procedures to enable simplification of tasks and standard decisions</p>		Ongoing	<p>Skills to meet compliance and critical delivery requirements are in place;</p> <p>Access to knowledge and skills necessary to support and implement decisions;</p> <p>Effectiveness and efficiency</p>
STRATEGY - Develop a strong evidence base to strategies and initiatives to support "triple bottom line business case" presentation				
<p>Design and implement a business case model to planning, reporting and decision making within Council</p> <p>GM</p>	<p>Standard report templates</p> <p>Support priority projects with a business case</p> <p>Identify key timelines for e.g. budget, budget review, operational plan</p> <p>Introduce thinking in a balance of risk management and social, economic, environment and productivity perspectives as filters for decision criteria</p>		<p>Establishment 2012</p> <p>Testing 2012/13</p>	<p>Councillor confidence in decision making support;</p> <p>External confidence in Flinders Council information and business cases;</p> <p>Culture of "business case and outcomes thinking" across the organisation;</p> <p>Improved value and productivity</p>

STRATEGY - Develop and maintain an influential network of external stakeholders who understand the needs and direction of Flinders Council and are supportive				
ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Identify key external stakeholders and decision makers and actively introduce Flinders opportunities, issues and proposals to them in a timely and professional manner Council, GM, EDO	Meeting attendance, communication with regional networks, government bodies – issue identification, agenda setting and influencing decisions	EDO \$4,896	Ongoing	Key agenda influencers, decision makers and investors are aware of Furneaux Group opportunities and issues; Council engaged with them at decision time; Results to plan.

Scope Employed

- *The Mayor's and Deputy Mayor's allowances and operation of the Mayor's office;*
- *Councillors' allowances and reimbursements related to meetings, Council initiated activities and travel costs.*
- *Provision of policy advice by senior management and external consultants.*
- *Provision of secretarial support services to meetings of Council and Council's Special Committees.*
- *Preparation of the Financial Statement of Accounts.*
- *Preparation of the Annual Report, and conduct of the Annual General Meeting.*
- *Preparation of a Strategic Plan.*
- *Preparation of an Annual Plan*
- *Preparation of the Annual Budget*

6. Furneaux Future

Flinders Council is strong in its belief that the Furneaux community should shape its own future by being active in identifying and pursuing opportunities. While Council can provide the framework for much of this future, this future is also based on people identifying and pursuing specific goals. As part of its leadership role Council can set the scene for the future and pursue opportunities by planning, making linkages, facilitating action and attracting the resources and interest that become the foundations for action.

Strategic Outcomes

A thriving, self reliant community offering opportunities for current and following generations while maintaining core values and attributes.

This program is designed to ensure we take a futures oriented, strategic perspective to each of our preceding programs, all of which are important to the Furneaux region's future. This program is focused on pursuing opportunities and investment within those areas and industry necessary to achieve the community's economic, social and environmental goals and the appropriate balance between them.

From a pragmatic perspective the program is focused on developing strong branding and positioning and accessing resources and investment for projects outside our current capacity and bringing them to fruition.

Council's efforts will be premised on achieving outcomes that will assist people to participate in the contemporary economy for primary production, value adding, provision of services/experiences and engage in the development of their capacity to pursue opportunities and goals.

Strategic Conclusion

Each dimension of council's strategic framework and programs is important in either realising opportunities within the Furneaux Group or in addressing challenges while maintaining core community values and attributes. Within this context and as a community leadership group, Council is committed to identifying and actively pursuing opportunities that will lead to prosperity and sustainability.

Strategies

Implement a dynamic strategic plan and development framework to define our future and guide strategic decisions;

Achieve high recognition of a "Flinders" brand to support product sales, tourism and lobbying;

Prepare a contemporary planning system, supporting development and people to achieve their goals while protecting environmental values and

Integrate forward looking, strategic decision making into council and its programs.

Performance Measures

Population and visitation levels;

Employment and income profile;

Investor interest and conversion to investment levels;

Brand recognition and conversion;

Degree of influence on decisions affecting the Furneaux community by outside organisations

6.1.1 Strategic Initiatives

STRATEGY - Implement a dynamic strategic plan and development framework to define our future and guide strategic decisions

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Prepare, implement and continually evaluate a strategic plan</p> <p>Council, GM</p>			<p>2011, ongoing, reflexive</p>	<p>Sustainable population & business activity - rates and charges revenue as% of recurrent expenditure ;</p> <p>ABS measured changes in Economic performance, employment & income levels;</p> <p>Community capacity and opportunity; education/job profile, participation in training, % in productive age profile</p> <p>Community wellbeing & liveability - SEIFA criteria;</p> <p>Sustainable environment and ecosystems - agricultural carrying and production capacity, water quality, weeds, profile and vulnerability</p>
<p>Prepare precinct plans for strategic locations and activities in conformity with the strategic plan objectives, structure plan and council policies</p> <p>Council, GM, EDO, Consultant</p>	<p>Prepare Integrated economic development, business plans and land-use and facility development plans for specific precincts and projects</p>	<p>\$10,500</p>	<p>Port redevelopment plan 2011-12 Safe Harbour Plan 2012 Airport Master Plan 2011 Renewable Energy Plan</p> <p>Light and value adding industry 2012 Investment Ready 2012</p>	<p>Projects are delivered;</p>
<p>Prepare plans for critical outcomes and risks to guide their realisation and mitigation</p> <p>GM, Managers, Agencies</p>			<p>Ongoing, but with dates for specific plans</p>	<p>Plans prepared, effectiveness of response to incidents, reduction in incidents from previous periods</p>

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Develop evidence based cases to facilitate support and investment EDO	Establish feasibility of business development program, Working with business and organisations to generate increased activity and access support, Actively seeking grant funding. Establish feasibility of FIC commercial entity	\$31,500	Ongoing	Specific business development initiative established or based on evidence, deemed unfeasible Conversion of interest to required results Communication of external support opportunities to businesses Application submitted for appropriate grant funding opportunities as they arise Feasibility study for Council Commercial Entity
STRATEGY - Achieve high recognition of a “Flinders” brand to support product sales, tourism and lobbying				
Develop a strong Flinders Brand to position the Furneaux Group in the community, market and government Council, GM, EDO	EDO to lead brand development and promotion activity Work with key Flinders businesses to define brand values and brand design. Seek potential funding to develop whole of Furneaux Group brand, On completion, launch and commence promotion	\$5,304	Research, Analysis and Design 2012 Launch 2013	“Brand “ acceptance by Furneaux community Product/service linkages and use established within the Furneaux product and service mix Launch & brand profile Recognition & interest Sales conversion
STRATEGY - Prepare a contemporary planning system, supporting development and people to achieve their goals while protecting environmental values				
Develop and refine a structure plan, precinct plans and the planning scheme to reflect the Strategic Plan and best practice planning principles Council, GM, Consultant			Structure Plan 2011 Precinct plans 2011/12	Plan completion, reflects strategic settlement and development objectives Level of alignment to and integration with strategic objectives TPC approval Market feed-back Appeals & results

ACTION & DOMAIN	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p>Provide a constructive and actively supportive process to assist appropriate proposal through the approval process EDO, Planning Consultant</p>	<p>Actively assisting development applications relating to economic development</p>	<p>\$2,448</p>	<p>Process design and implementation 2011</p>	<p>Level of interest to final approval (% , time); Market feed-back on process and outcome</p>
STRATEGY - Integrate forward looking, strategic decision making into council and its programs				
<p>Introduce quarterly strategic review meetings to Council Council, GM, EDO</p>			<p>Introduce 2012 Evaluate and as necessary modify 2012</p>	<p>Able to be active vs responsive in relation to strategic issues; Well prepared, ability to influence; results</p>
<p>Introduce half yearly strategic review meeting to the management team GM, Managers</p>			<p>Introduce 2011 Evaluate and as necessary modify 2012</p>	<p>Operational factors are factored into strategies; Long term perspective re operational issues; Improved return for effort and cost (productivity)</p>
STRATEGY - Encourage catalytic sustainable development that is consistent with the strategic objectives and achieves the Council's vision				
<p>Encourage catalytic sustainable development that is consistent with the strategic objectives and achieves the Council's vision EDO</p>	<p>Identification of site and concept; including preliminary evaluations, development guidelines and community consultation Development of investment ready documentation Attract investor</p>	<p>\$66,000 (\$45,000 grant, \$21,000 salary)</p>	<p>2011/12 - Tourism Development Project</p>	<p>Development proposals are investment ready; Site evaluated; Ready for market place Investor interest and conversion to investment</p>