



# Annual Plan

Year ending 30 June 2017



## GENERAL MANAGER'S SUMMARY

Flinders Council continues to work collaboratively towards improving the economy, our quality of life, environment, assets, infrastructure and governance processes and standards. It is the fundamental drive for improvement and greater engagement with our Community that continues to inform our Annual Plan and Budget Estimates for 2016/17.

The 2016/17 Annual Plan and Budget Estimates set out what Council will deliver in terms of services, programs and projects for the financial year. The activities identified are aligned to Council's goals and objectives, and deliver on a new and comprehensive Strategic Plan. The document also brings together the priorities of a diverse range of policies, strategies and decisions adopted by Council over the past years that continue to inform actions in the period ahead.

The 2016/17 year will see Council continue to invest in the renewal of community assets such as the Lady Barron Hall and public toilet facilities; and a further investment into the improvement of waste management services.

Council has a primary focus on growing the population of the Islands through a range of programs and initiatives. The year ahead will see a continued focus on community and economic development by improving engagement with and support to our Community at a grass roots level. This is primarily based on the belief that our Community can positively shape its own future through connected efforts and the sharing of responsibility between individuals, organisations, businesses and all levels of government.

At an investment level, the year ahead will be a challenging one, with the ongoing repairs required to maintain the airport runways and undertake further investigations for a new runway. Council will continue to work and advocate for major projects beyond those already planned for delivery in the year(s) ahead to ensure the pipeline of investment and momentum is maintained.

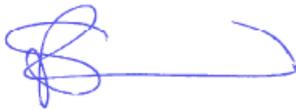
The State Government directive to have one State-wide planning scheme will see Council move quickly to implement a new planning scheme to meet their requirements in the coming year. Much work has already been completed on this project and further development of local area plans and supporting strategic land use planning work has refined the scheme for our local needs. The approval and implementation of a new planning scheme will not be without challenges for staff and the local community and Council continues to explore how information, assessment and compliance can be undertaken in a more professional and cost effective manner.

The Federal Government has once again provided a significant injection of funding to the Roads to Recovery program for the year ahead. Council will embark on yet another large resealing program to improve the condition and life span of these core assets.

Our commitment to ongoing organisational and governance improvement and efficiencies is underlined by a number of ongoing initiatives within our 2016/17 Annual Plan. The refinement of the risk management framework, long term financial and asset management plans, business planning framework, records and financial management systems and the refinement of the integrated performance management and reporting system will further improve the delivery of responsible, transparent, effective, compliant and efficient services to our Community.

Council has set a challenging budget with no staff cost increases above the preceding year and reductions in contractor and consultant costs. Finding further cost saving measures at an operational level while meeting these requirements will be exceptionally challenging. With the Auditor General directing that all Councils must work towards the delivery of an underlying operational surplus, the budget set by Council continues to work towards this goal by balancing efficiencies at a staff and program level, generating revenue for other non-rate based sources and continuing to raise rate revenue to a sustainable level.

Whist the year ahead will be a challenging one with much needed improvements to the airport and further infrastructure upgrades, Council is well placed to deliver on the Annual Plan presented.



Sophie Pitchford  
**Acting General Manager**

# FLINDERS COUNCIL ANNUAL PLAN

Flinders Council's Annual Plan for the 2016/2017 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; and
- includes a summary of the major strategies to be used in relation to the Council's public health goals and objectives.

In 2016/17 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 2016/17 Financial Year

Estimated Revenue of the Council	\$4,976,007
Estimated Expenditure of the Council (Includes Depreciation Expense of \$ 1,463,461)	\$5,499,993
Estimated Borrowings by the Council	\$682,610
Estimated Capital Works of the Council	\$2,593,982

## Our Vision for the Furneaux Community

To retain our lifestyle and unique landscapes through positive leadership that encourages innovation, population growth, asset attraction, partnerships, and improved health and wellbeing for our Community.

# FLINDERS COUNCIL

## MAYOR

Cr Carol Cox

## DEPUTY MAYOR

Cr Marc Cobham

## COUNCILLORS

Cr Chris Rhodes

Cr Peter Rhodes

Cr Ken Stockton

Cr David Williams

Cr Gerald Willis

## CORPORATE MANAGEMENT TEAM

### Governance

Manager: Raoul Harper (1<sup>st</sup> July 2016 to 5<sup>th</sup> July 2016)

Acting Manager: Sophie Pitchford

### Corporate Services

Manager: Sophie Pitchford

### Community & Economic Development

Manager: Jana Harper (1<sup>st</sup> July 2016 to 22<sup>nd</sup> July 2016)

### Development Services

Coordinator: Jacci Viney

Strategic Planner: Robyn Cox

### Infrastructure

Works & Services Manager: Brian Barnewall

Airport Manager: Position Vacant

# 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 2016/2017 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 has 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 fulfills the purpose of the *Local Government Act 1993* 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

### 1. Population Growth

Focusing on strategies, projects and policy initiatives that support the community, economic development and investment attraction.

### 2. Infrastructure and Services

An Islands' specific based approach to planning and delivery to ensure community and environmental values are maintained.

### 3. Access and Connectivity

Work with service providers and other relevant stakeholders to improve security, reliability and cost effectiveness.

### 4. Strategic, Efficient and Effective Organisation

Responding to risks and opportunities.

### 5. Liveability

Protect, improve and promote the health and wellbeing of the Islands' communities.

# STRATEGIC FOCUS AREAS AND OPERATIONAL PLAN

## Strategic Focus Area 1: Population Growth

Strategic Outcome: Focusing on strategies, projects and policy initiatives that support the community, economic development, innovation and investment attraction.

Council has outlined a clear desire to grow the population to levels that will support greater sustainability, access to a greater range of choice for local services and goods; and increase ongoing service delivery for essential activities associated with health, education, employment and enterprise.

Underpinning an ambition to support population growth is a Council determination to assist in diversifying economic activity, building on the strengths of the Islands' primary resources and agriculture so that Island residents have opportunities for employment and to create their own economic futures. Opportunities to grow the tourism base are expected to contribute to the future of the Furneaux Islands' economy. To support business development there is a need for a targeted and strategic approach to overcome the limitations to innovation and broader entrepreneurial activity (e.g. remoteness) on the Furneaux Islands.

Council's role in supporting innovation and enterprise on the Islands must be clear and realistic. There is a need to undertake activities that support marketing, investment attraction and broader community economic development objectives in a coordinated manner. Council can play a leadership role in developing innovation on the Island and helping to establish a culture that is conducive to innovation. The most suitable and appropriate method to achieve this outcome will require investment and further investigation during the term of this Strategic Plan.

Supporting key industries, capturing and fostering innovation, maintaining community resilience and developing a diverse range of activities to derive income are key economic development challenges for Council. Ensuring access and connections (physical and digital) to markets for local firms is also considered a vital economic development activity.

Council has identified a need for strategies to support access to affordable and secure housing that enables population growth and promotes community and employment participation locally. Further assessment is required to identify priority housing needs and overcome development constraints to ensure new residents can securely relocate to the Islands.

Council recognises that our existing community, lifestyle and values are key attractors to new residents and need to be supported and valued if population growth is to be achieved.

Increased visitation to the Islands also provides significant local benefit. Tourism, business investment and seasonal visitors all provide opportunities for increased prosperity on the Islands.

### Rationale

- While there has been a recent increase in 'working age' families and births during the current Census period, existing modelling and long term population forecasts suggest that ongoing reduction in population is likely to continue unless interventions are made. This brings into question the sustainability of the Council, as there is a correlation between the Islands' population and the financial sustainability of Council.
- It is clear that the Flinders Municipality benefits from strength of social, cultural and human capital, and it is these core assets that are impacted the most through population

decline. The population is also ageing – the median age for the Furneaux Group is 52, compared to 41 across regional Tasmania.

- Continued investment in community engagement to identify partnerships and delivery models that enable shared responsibility across Council, community partners and other agencies/organisations should be central to future project delivery.
- Housing and subdivision are key contributors to local land use planning, however, anecdotally housing supply, affordability and rental availability are all constraints for new residents to the Island. There is an inherent cost impost associated with building on the Island that drives up prices – and the general decline in population size is not driving centralised housing supply in existing settlements.
- Overcoming limitations to on-island financing and ensuring a co-ordinated environment to support local investment and small business is critical. Access to finance for personal and business investment is recognised as a significant constraint. While local businesses currently support existing banking structures, opportunities to identify partnerships that enable community development outcomes through banking and co-investment models and directly benefit the Furneaux Islands' population should be explored.
- The combination of production and value adding as a combined land use presents an economic development opportunity that supports diverse revenue streams for households, enables diverse primary production and enables increased rural living. Land use strategies that support a range of niche farming activities and rural living outcomes could be explored to support appropriate investment.
- Improving access to services (health services, waste management) presents a challenge to Council. Pressure to provide greater access and improved standards will increase with population growth.
- The reduction of population, coupled with an ageing population places pressure on the existing levels of volunteerism, results in reduced sporting groups and lower numbers of people who actively contribute to life on the Islands through a range of diverse activities. There is an opportunity to focus on 'regional returners' who are often within a working age of 25 – 44. This cohort value lifestyle, proximity to friends and family and access to schools, childcare and health services, housing affordability and reducing the overall cost of living.
- Industry development, economic development and associated enterprise activity is constrained by the cost of access to goods, markets and customers that is inherit to an island community.
- Flinders Island businesses are unlikely to ever develop sufficient scale to be able to compete on the basis of cost. Therefore, encouraging innovation and entrepreneurship that focuses on other avenues to developing sustainable enterprises, such as quality, security, brand, location and remoteness of production and experience is needed. A range of industry approaches including: niche marketing; cooperative business structures and branding; capability building; and process improvement should underpin regional innovation strategies and the future growth of the Islands.
- The agriculture and fishing sectors remain the largest employers in the Furneaux Island Group, representing 25% of the total workforce.
- Tourism, agriculture and agricultural value-added production and processing represents significant opportunities for economic development. Opportunities to embed innovation with existing economic activity on the Island should inform Council's economic strategy.
- Tourism sector generates \$4.3m in annual economic output and is estimated to support 24 jobs. This presents a low base to build upon in terms of overall economic contribution. Preliminary assessment of the local tourism industry indicates a disparate approach to the market. Broader assessment of the sport and recreation market and nature based market

as a source of tourism should be considered as part of the broader development of the Island's tourism offer.

- Recent analysis and spatial modelling of enterprise suitability mapping for the western coastal areas of Flinders Island indicate strong pre-conditions to support barley, blueberry, rye-grass and white wine production;
- The need to strengthen existing economic drivers through provision of suitable land use approval and associated infrastructure is important locally, in particular to support key growing employers including Flinders Island Meats and Markana Park;
- While strategies to arrest population decline will be important over the longer term, 'on-island' fluctuations in population from increased visitors provides an opportunity to access increased connections and create opportunities for investment, as well as providing the context around which further strategies can be developed.

## **Strategies**

The strategies for achieving this policy outcome are:

- Increase the supply of affordable housing;
- Increase "the working age" population;
- Value-add to local commodities; and
- Foster and support entrepreneurial activity.

**Strategic Focus Area 1: Population Growth - Focusing on strategies, projects and policy initiatives that support the community, economic development, innovation and investment attraction.**

Strategic Direction: 1.1 Increase the supply of affordable housing.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicator
1.1.1 Land use planning policy that provides an enabling environment for housing and investments.	1.1.1.1 Work to continue on preparation of local provisions to be included in state-wide Planning Scheme.	Strategic Planner	Actions completed within state wide timing and agreed timetable.
1.1.2 A strategy and action plan that identifies affordable housing options.	1.1.2.1 Investigate the barriers and enablers for affordable housing and develop options.	Project Delivery	Report delivered to enable development of options.
	1.1.2.2 Investigate opportunities to sell Council housing assets and invest proceeds into future housing requirements.	Corporate Services	Report provided.
Strategic Direction: 1.2 Increase "the working age" population.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicator
1.2.1 Services and activities for young people that also aim to attract and retain young families to the Islands.	1.2.1.1 Be a willing and able partner to help support education, employment, health, wellbeing and life experiences for the young people on both Flinders and Cape Barren Islands.	Community and Economic Development	Quarterly reporting of actions to advise Council of support provided.
	1.2.1.2 Contribute to Council's online activities to promote events, activities and programs, including managing Council's Community Calendar.	Community and Economic Development	Promotion of a minimum of 5 community events and maintenance of community calendar.
1.2.2 An islands specific population growth strategy.	1.2.2.1 Implement selected Flinders actions arising from the State Population Strategy.	Project Delivery	State population strategy reviewed and actions selected.
1.2.3 Study the existing constraints to increasing the level of the locally based population.	1.2.3.1 Scope, plan and cost an investigation into drivers for increasing the level of 'on island' population.	Strategic Planner	Report to plan.
1.2.4 A banking model that supports community aspirations.	1.2.4.1 Improve access for Islanders to finance and banking services.	Corporate Services	Report to plan.
Strategic Direction: 1.3 Value-add to local commodities.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicator
1.3.1 Opportunities for value-adding of local commodities are identified and promoted.	1.3.1.1 Opportunities for value-adding of local commodities are identified and promoted.	Community and Economic Development	Opportunities identified and outcomes achieved.
1.3.2 Support the growth of local sustainable fishing and aquaculture	1.3.2.1 Consider opportunities as they arise to drive growth in fishing and	Ideas and Innovation	Respond to opportunities as they arise and

enterprises.	aquaculture enterprises.	Committee	report accordingly.
1.3.3 Promote Flinders Island as a high quality food producing region with a clean, green image.	1.3.3.1 Respond to opportunities for promotion of Flinders Island as a high quality food producing region with a clean, green image.	Community & Economic Development	Respond to opportunities as they arise and report accordingly.
1.3.4 Productive and sustainable agricultural sector.	1.3.4.1 Consider opportunities on request to assist the agricultural sector.	Community & Economic Development	Respond to opportunities as they arise and report accordingly.
1.3.5 A strong Flinders Island Brand that underpins growth and development of local value-added commodities.	1.3.5.1 Assist to facilitate the delivery of the Flinders Marketing Strategy 2016 - 2020.	Community & Economic Development	Funding allocated.
<b>Strategic Direction: 1.4 Foster and support entrepreneurial activity.</b>			
<b>Output</b>	<b>Year 2 Annual Plan Action</b>	<b>Lead Responsibility</b>	<b>Key Performance Indicator</b>
1.4.1 Streamlined and customer focused development application and assessment processes, including pre-lodgement information and advisory services.	1.4.1.1 Undertake an annual review of processes and procedures to identify and prioritise improvements.	Development Services	Review undertaken and a list of improvements provided.
1.4.2 Build local entrepreneurial capability.	1.4.2.1 Respond to opportunities that encourage and support entrepreneurial activity.	Community & Economic Development	Respond to opportunities as they arise and report accordingly.
1.4.3 Promotion of the region's natural and cultural environment.	1.4.3.1 Continued relationship with Flinders Island Tourism and Business Incorporated.	Community & Economic Development	Relationship exists on 30 June 2017.
1.4.4 Employment opportunities are enhanced through development of projects and initiatives with education service providers and employers.	1.4.4.1 Be a willing and able partner by supporting education, training and employment initiatives.	Community & Economic Development	Education/Training delivered on the Island supported by Council.
<b>Strategic Direction: 1.5 A Planning Scheme that facilitates all of the above.</b>			
<b>Output</b>	<b>Year 2 Annual Plan Action</b>	<b>Lead Responsibility</b>	<b>Key Performance Indicator</b>
1.5.1 Planning Scheme provides facilitating environment for population growth.	1.5.1.1 Planning Scheme delivered that supports population growth and entrepreneurial activities.	Strategic Planning	Delivery in line with state time frames.

## Strategic Focus Area 2: Infrastructure and Services

Strategic Outcome: An islands' specific approach to planning and delivery to ensure community and environmental values are maintained.

Council continues to actively pursue a strategy of infrastructure improvements and upgrades for the Islands in recognition of the critical importance modern place based and fit for purpose infrastructure has in the ongoing sustainability, economic development and future growth of the Islands.

During the period of the previous Council Strategic Plan the Federal, State and Local Governments' made a number of major investments into the Islands' infrastructure needs. Upgrades to the Multi-Purpose Centre, Whitemark Airport, Lady Barron Port, Flinders Island energy system, Furneaux Arts and Entertainment Centre, Emita Hall, Killiecrankie and Whitemark BBQ areas and the finalisation of the bridge replacement program all provided stimulus to the Island's economy and much needed asset renewal.

In the period ahead Council and other key funding and service delivery partners will continue to focus on rebuilding the infrastructure "backbone" of the Islands.

Investment in social and community infrastructure that supports social gatherings, improved accessibility and increased liveability are a priority for Council and underpin island life. During the term of this Strategic Plan the Lady Barron Hall will be renovated, all public toilets on the Island will be rebuilt and new facilities installed at Yellow Beach and Killiecrankie. The Whitemark Show Ground will also receive funding for maintenance and repairs. Council plans to rebuild the Whitemark boat ramp and seek funding for other recreational and commercial boating facilities upgrades in the years ahead.

With the Crown owning and managing a large percentage of the Islands' land mass; partnership approaches to manage these important assets will be required in the years ahead. Funding from the State to improve amenity and safety, walking trails, camp grounds and public facilities is required if projected visitation increases and usage occurs to mitigate environmental risk and asset degradation.

Building on the need to modernise our infrastructure, Council continues to be required to invest in solid waste management improvements. The dispersed population and small scale of operations are problematic in delivering an efficient and environmentally compliant service. A structured transition to a sustainable Solid Waste Management model is required in the years ahead and Council will undertake detailed assessments and studies of the most cost effective and environmentally sustainable options for the future of this service on the Islands.

The need to actively manage storm water and waste water is also a priority for Council. With no reticulate sewerage systems on the Island and no plans by TasWater to build any, Council needs to consider how storm water, septic systems and effluent from commercial and government assets can be treated and negative environmental impacts avoided.

Flinders Council is directly responsible for the provision and maintenance of local roads, bridges, culverts and verge management.

Of the road network of 385kms on Flinders, only the road from Whitemark to Lady Barron is classified as a State Road, the remaining 359kms are classified as local roads for which the Flinders Council has responsibility - of the 385kms, 73kms is sealed, the remaining 312kms gravel surfaced. The road network consumes on average 18% of the Council's operational budget and requires an allowance of approximately \$1 million for depreciation per annum.

Given the ongoing debate in relation to Council sustainability, the fact that King Island has a 90km State road network and Flinders has just 26km, puts Flinders at a material disadvantage to its fellow Bass Strait Island neighbour and requires Council to divert funds that could otherwise be utilised in serving the community and its needs into the road network's ongoing maintenance. Council is committed to seeking the State Government's support in creating parity in this area between the Islands and in turn assisting in the sustainability of Council's level of service to the community.

The efficient and cost effective delivery of maintenance to our road network is a critical aspect in the financial sustainability of Council operations. During the previous strategic plan period, Council made the calculated decision to purchase a new gravel quarry in the centre of the island and invest in new bitumen sealing equipment and aggregates. This has secured supplies and capacity for the Island's gravel and sealed road network for many years to come.

The reliability and place based characteristics of infrastructure provision are critical for a remote location and to generating a positive future. Flinders Council faces even greater challenges than local authorities of a similar size and rate base because of our island status and the broad dispersal of people across the Furneaux Group. There are elements of the infrastructure mix where Council is making strategic investment with an eye to the future during the period of this Strategic Plan. These investments are targeted at supporting an increase in the attractiveness and functionality of the Islands to the existing community but also to new residents and investors. Increasing the scale of the ratepayer base is fundamental to ensuring that the cost of providing infrastructure is sustainable in the medium to long term.

## Rationale

- Detailed audits and assessments previously undertaken by Council of community facilities and infrastructure have identified short/medium and long term requirements for maintenance, renewal and upgrade of these important assets.
- The recognition of foreshore activities that are informal and focussed on 'getting together' have been found to significantly improve social capital. Appropriate coastal responses that support these activities (most recently achieved with the Whitemark foreshore renewal project) should be supported.
- TasWater will soon build two new water treatment plants for Whitemark and Lady Barron bringing potable and contaminant free water to these townships.
- Hydro Tasmania has secured Federal Government funding through ARENA to invest into a new renewable energy based power system for Flinders Island. This major investment of an estimated \$16 million will provide economic stimulus and see the Island predominately supplied by renewable energy further adding to our clean, green brand.
- Considerable strategic assessment and recent funding across State and Federal levels will support the Flinders Island Renewable Energy Project. There is a need for Council to work proactively in partnership with Hydro Tasmania to ensure successful implementation of the significant local energy project.
- Utilising and adhering to long term Asset and Financial Management Plans and Strategies are crucial if Council is to meet forecast capital expenditure requirements. There is a need to ensure that revenue inputs reach the required levels to fund forecast capital expenditure levels.
- Road assets renewal forecast has identified significant capital expenditure demand (\$1,000,000 per annum) to enable acceptable levels of standard. Given the disparity in the length of State road on King Island and Flinders Island there is a clear need to work

with the State Government and seek parity between the two Islands' State road networks.

- Securing assets and capacity to deliver on island gravel and bitumen sealing works is important to ensure a cost effective delivery of these services.
- The island nature of the Flinders economy offers the opportunity to develop an end to end model of business infrastructure provision, providing low costs and reliable business inputs (such as power and water) sourced from the Island's own resources and infrastructure.
- There are no reticulated waste water management systems on the Islands. All waste water is managed through on-site wastewater systems. During peak periods and/or storm events the capacity of these systems in the larger centres (particularly Lady Barron) can increase public health risks. In addition, the limitations of current systems inhibit investment as well as increase some environmental risks. Council must explore options to address these issues.
- The direct connection between management of onsite waste water and stormwater management are key issues for the main centres of Whitemark and Lady Barron. Strategies to ensure ongoing and active management of stormwater that mitigates health and environmental risk remain priorities for Council.
- The need to address out of date waste management practices goes directly to key values of sustainability on Furneaux Islands. Upgrades of waste management facilities are required on both Flinders and Cape Barren Island.
- There simply aren't sufficient resources available for Council to deliver all services and capability required to support the long term prosperity of Flinders Island. Partnerships that are supported by principles of regional innovation strategies that switch thinking from service delivery, compensation and redistributive approaches to empowering approaches that capitalise and leverage human and social capital of community, business and other assets have been recognised as important tools for the future.
- A large proportion of the Furneaux Islands are managed by Tasmanian Parks and Wildlife Service (PWS).
- Given the land management responsibilities of both Council and PWS, there is a need for a strong partnership agreement and approach to support operational and maintenance requirements for key public areas including camp grounds and picnic areas.
- Accessibility on the Island to key tourism assets, including coastal areas, walking trails and other destinations is critical to building the local tourism industry and improving the visitor experience.
- Assessment of the feasibility and potential economic benefit that could be derived from the development of the Flinders Trail is a key priority.

## Strategies

The strategies for achieving this policy outcome are:

- Plan, deliver and operate community infrastructure to provide levels of service that align with community needs and demand;
- Minimise environmental and health risks from waste collection and disposal and maximise opportunities to reduce, reuse or recycle resources;
- Develop and implement solutions that mitigate environmental and health risks from wastewater treatment and disposal;
- Work proactively with other infrastructure service providers; and
- Protect and enhance high quality natural values and environmental assets.

## Strategic Focus Area 2: Infrastructure and Services - Placed based approach to planning and delivery to ensure community and environmental values are maintained.

Strategic Direction: 2.1 Plan, deliver and operate infrastructure to provide levels of service that align with community needs and demand.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicator
2.1.1 Recreational and community facilities upgraded as recommended by the Recreational and Community Facilities Assessment and Infrastructure Plan.	2.1.1.1 Complete the Lady Barron Hall upgrades to scope with aligned budget.	Community and Economic Development	Lady Barron Hall upgrades completed.
	2.1.1.2 Complete a master plan and business case for the Flinders Sports and RSL Club site.	Governance	Master plan and business case completed.
	2.1.1.3 Work in collaboration with MAST to secure grant funding for recreational boating facility upgrades.	Community & Economic Development	Opportunities taken when projects identified.
	2.1.1.4 Complete Whitemark Foreshore project.	Works and Services	Project completed.
	2.1.1.5 Whitemark Show Ground Maintenance requirements identified and completed to budget.	Works and Services	Maintenance completed.
	2.1.1.6 Complete the Emita Hall works in line with the Australian Government's Stronger Communities grant deed.	Community & Economic Development	Works completed as per schedule and budget.
	2.1.1.7 Complete the Public Toilet Revitalisation Amenity Project (PTRAP) - Public Toilets at Killiecrankie.	Development Services	PTRAP completed.
	2.1.1.8 Plan toilet and BBQ infrastructure installation for 2017-18.	Development Services	Plan completed.
	2.1.1.9 Assist with Museum maintenance and upkeep.	Works and Services	Report provided.
2.1.2 An efficient and sustainable source of resource materials to support public and private works.	2.1.2.1 Develop and operate Lughrata Gravel Quarry in accordance with all relevant codes, standards, and permit conditions.	Works and Services	Report provided.
	2.1.2.2 Explore sites for the future establishment of a road aggregates quarry.	Works and Services	Report provided.
2.1.4 Asset Management Plan implemented.	2.1.4.1 Deliver services as per the long term Asset Management Plan 16/17.	Works and Services	Service delivery aligns with Plan.
	2.1.4.2 Roads, bridges and culverts are maintained and managed in line with budget allocations provided and annual AusSpan recommendations.	Works and Services	Maintenance aligns with recommendations.
	2.1.4.3 Respond to service requirements on an as per needs basis.	Works and Services	90% of Requests for Service provided with a written or phone call response within a 7 day period.

	2.1.4.4 Reseal 18 kilometres of bitumen road.	Works and Services	Reseal program completed.
	2.1.4.5 Carry out a gravel stabilisation (Polycom) trial on a section of road.	Works and Services	Trial completed and report on results provided.
	2.1.4.6 Resheet the equivalent of 14 kilometres.	Works and Services	Resheet completed.
	2.1.4.7 Implement drainage, kerbing and footpath plan to West Street, Lady Barron.	Works and Services	Project completed.
	2.1.4.8 Undertake required works to Bridge Railings outlined in The Bridge Railing Risk Assessment and Replacement Schedule.	Works and Services	Works completed as per schedule and budget.
	2.1.4.9 Review and upgrade Plant & Equipment in accordance with the Plant Capital Expenditure Plan 2014-2024.	Works and Services	2016-17 Capital expenditure completed in accordance with the Plan.
2.1.5 Crown owned land is obtained for Council/Community need.	2.1.5.1 Liaise with Crown Land Services to reach agreement on land transfers.	Strategic Planning	Land transferred.
2.1.6 Stormwater Management Plan developed.	2.1.6.1 Stormwater management plan completed and approved by Council.	Development Services	Plan completed.
2.1.7 Lagoon Road Recreational Facility and stormwater management area established.	2.1.7.1 Undertake maintenance works to make the Lagoon Road site more accessible to the public.	Works & Services	Maintenance works completed.
	2.1.7.2 Develop a concept plan for Lagoon Road site in consultation with the local community.	Strategic Planning	Concept plan completed.
<b>Strategic Direction: 2.2 Explore alternative investment and operating models for core and critical island infrastructures and services.</b>			
<b>Output</b>	<b>Year 2 Annual Plan Action</b>	<b>Lead Responsibility</b>	<b>Key Performance Indicator</b>
2.2.1 Alternate operational structures for the delivery of infrastructure based services are explored.	2.2.1.1 Flinders Island Runway Replacement Business Case completed and formal Council position on the preferred ownership and operating model ratified.	Governance	Business case completed and final position decided.
	2.2.1.2 Advocate for State ownership of 90kms of road on Flinders Island.	Governance	Report on progress.
<b>Strategic Direction: 2.3 Minimise environmental and health risks from waste collection and disposal and maximise opportunities to reduce, reuse or recycle resources.</b>			
<b>Output</b>	<b>Year 2 Annual Plan Action</b>	<b>Lead Responsibility</b>	<b>Key Performance Indicator</b>
2.3.1 Waste Management Strategy Implemented.	2.3.1.1 Continual improvement to Whitemark Landfill site, with a goal of achieving environmental and safety compliance.	Works and Services	Whitemark Landfill site still operational.
	2.3.1.2 Maintain and improve	Works and Services	No increase in cost of maintaining

	efficiency of Waste Transfer Stations.		Waste Transfer Stations.
	2.3.1.3 Undertake a tender process to assess opportunities and the viability of outsourcing waste management operations to a private sector operator.	Works and Services	Tender process undertaken.
	2.3.1.4 Initiate islandcentric recycling programs that are financially sustainable, user friendly and environmentally appropriate for our remote situation.	Works and Services	Recycling programs initiated.
<b>Strategic Direction: 2.4 Develop and implement solutions that mitigate environmental and health risks from wastewater treatment and disposal.</b>			
<b>Output</b>	<b>Year 2 Annual Plan Action</b>	<b>Lead Responsibility</b>	<b>Key Performance Indicator</b>
2.4.2 A "pump out" based wastewater collection, transport, treatment and disposal system.	2.4.2.1 Continue investigations for development of a wastewater pump out, treatment and disposal system for Flinders Island.	Works and Services	Report provided.
<b>Strategic Direction: 2.5 Work proactively with other infrastructure service providers.</b>			
<b>Output</b>	<b>Year 2 Annual Plan Action</b>	<b>Lead Responsibility</b>	<b>Key Performance Indicator</b>
2.5.1 Infrastructure services that are appropriate for island conditions, sustainable and are accepted and valued by the local community.	2.5.1.1 As a contractor for the State Government undertake a major reseal project on the State Road.	Works and Services	Deliver works to specifications.
2.5.2 Increased penetration of renewable energy into the Island's energy systems.	2.5.2.1 Assist Hydro Tas to implement, market and promote the new renewable energy system on Flinders Island.	Community & Economic Development	Assistance provided.
	2.5.2.2 Assist Hydro Tas to deliver an event on Flinders Island to showcase the new renewable energy system.	Governance	Assistance provided.
<b>Strategic Direction: 2.6 Protect and enhance high quality natural values and environmental assets.</b>			
<b>Output</b>	<b>Year 2 Annual Plan Action</b>	<b>Lead Responsibility</b>	<b>Key Performance Indicator</b>
2.6.1 Parks and Wildlife Services (PWS) and Council cooperatively operate and maintain relevant facilities (toilets, camp grounds, picnic areas etc.).	2.6.1.1 Implement a Memorandum of Understanding (MoU) with the local PWS staff for the development, operation and maintenance of facilities and assets for which both parties have a joint interest.	Governance	MOU with PWS in operation and reviewed annually.
2.6.2 A plan for the expansion of the walking trails network on Flinders Island.	2.6.2.1 In partnership with PWS and FITB Inc. finalise the expenditure of State Government Grant funds on strategic walking track upgrades.	Strategic Planner	Walking Trails Development Plan in place.
2.6.3 Advocacy for higher levels of maintenance and funding for walking trails	2.6.3.1 Lobby the State Government for increased PWS funding to support the maintenance of existing walking	Strategic Planning	Planning scheme incorporates codes to protect natural

and associated assets.	trails and assets.		assets.
2.6.4 Planning Scheme supports visual amenity and open space, contributing to recreation and tourism experiences.	2.6.4.1 Protect high quality natural assets through land use planning to maintain natural appeal and support recreational activity and tourism.	Strategic Planning	Planning scheme incorporates codes to protect natural assets.

## Strategic Focus Area 3: Access and Connectivity

Strategic Outcome: Work with service providers and other relevant stakeholders to improve security, reliability and cost effectiveness.

Connecting communities, business and markets while also ensuring essential goods and services are available is central to the ongoing viability of the Flinders Municipality. Arguably sea and air access and a competitive (bandwidth and price) broadband/mobile service are the most critical connectivity links for the long term sustainability of the region. Increasingly the role of telecommunications to support services, business and meet expectations of visitors shoulders an essential role. The significance of telecommunications to the Islands' ability to compete and engage with non-island markets and opportunities is vital, in the near and longer terms.

The need to ensure secure sea and air transport links that instill confidence for investment as well as meeting basic community requirements is essential. Despite this core need, the assets need to be able to be maintained and operated in a cost effective and efficient manner.

The opportunity to expand communication networks to support ubiquitous telecommunications presents a transformative opportunity for Flinders Island and will be a key priority of this Strategic Plan.

### Rationale

- Access to the Islands for goods, services, people and investment are of critical importance, indeed for Flinders, they represent an essential service – maintaining secure air and sea transport connections at a fair and equitable level is central to long term sustainability.
- The challenges of distance and access both constrain, and enable economic development on the Islands.
- There is a need to support secure sea freighting services. Unreliability in these services would directly impact exports (mainly livestock) and access to the Islands by sea. There is a need to ensure that the key objectives of the Furneaux Island Shipping Policy Statement are achieved to provide a base level of fair and equitable access.
- Council has a central role in the provision of services as owner and operator of the Whitemark Airport. There has been a marked increase in Regional Passenger Transport (RPT) movements both inbound and outbound at Whitemark Airport. Despite this, the level of RPT traffic still lags the levels of 15 years ago. Long term planning and infrastructure investment planning is currently underway to support projected RPT forecast increases and general aviation services.
- The runways at the airport require significant investment in pavement strengthening. Assessing the most cost effective and sustainable approach to undertake these works is an important consideration for Council.
- The vulnerability of transport linkages to shocks in service provision either through sharp increases in prices, reduced operational levels or at worst failure, presents a significant challenge to meeting public safety and essential services requirements.
- The airport continues to run at an operational loss. This asset supports an essential service. A review of business strategy may assist in reducing the current operational loss and identify areas for expansion.

- Current telecommunications are limited to provision by Telstra and mobile phone and Internet usage is at full capacity. No plans are in place at this time to link the rollout of the NBN in the Furneaux Islands' to overall improved telecommunications systems. High speed telecommunications, with ubiquitous access, have been identified as a transformative infrastructure for regional communities. The opportunity to expand communication networks by Telstra and NBN Co working in partnership to support ubiquitous telecommunications presents a transformative opportunity for the Furneaux Islands.
- Economic value is created through the sale of goods and services to customers outside Flinders, that is the goods and services are exported. Innovation is fostered through interactions amongst people on and off the island. Therefore maintaining and enhancing linkages through which export sales can be developed and people can interact and socialise is critical to the creation of economic value on Flinders as well as providing for increased innovation.

## **Strategies**

The strategies for achieving this policy outcome are:

- Improve sea access to the Islands;
- Maintain air access to the Island and improve performance of the airport'
- Improved telecommunications for the benefit of local community and economy; and
- Explore alternative investment and operating models for core and critical Island infrastructures.

**Strategic Focus Area 3: Access and Connectivity – Work with service providers and other relevant stakeholders to improve security, reliability and cost effectiveness.**

Strategic Direction: 3.1 Maintain or better the standard of sea access to the Islands.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicators
3.1.1 Advocacy for improved port and freight operations.	3.1.1.1 Furneaux Group Shipping Special Committee of Council advocates on behalf of the community.	Governance	Committee meets a minimum of 2 times per year.
	3.1.2.1 Complete the business case for the Flinders Island marine access and safe harbour project.	Community & Economic Development	Business case completed.
3.1.2 Economic viability of developing an all-weather recreational and leisure vessel harbour investigated.	3.1.2.1 Identify and submit for grant funding opportunities that can support the development of a preliminary business case for a Marine Access and Safe Harbour on Flinders Island. On success of grant funding received, develop a preliminary business case.	Community & Economic Development	
Strategic Direction: 3.2 Maintain air access to the Island and improve performance of the airport.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicators
3.2.1 Improved operation and financial performance of airport.	3.2.1.1 Assist, where feasible, in the provision of hangar infrastructure for commercial and private aviators.	Governance	Implementation of Master Plan actions in accordance with agreed project timetable.
	3.2.1.2 Carry out runway pavement repairs as required.	Airport	Project delivered and reported on.
	3.2.1.3 Work collaboratively with Registered Passenger Transport (RPT) service provider to secure service levels and increase passenger numbers.	Airport	Service levels maintained.
	3.2.1.4 Furneaux Group Aviation Special Committee of Council provides recommendations to Council on Airport services.	Governance	Committee meets a minimum of 2 times per year and recommendations to Council made when appropriate.
Strategic Direction: 3.3 Improved telecommunications for the benefit of local community and economy.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicators
3.3.1 Improved communications with telecommunication service providers in order to encourage new investment and improved services.	3.3.1.1 Collaborate and advocate for an upgrade plan for telecommunications.	Governance	Improved telecommunication.
	3.3.1.2 Collaborate with service providers to assist in the rapid deployment of satellite services to Flinders via the Sky Muster service.	Governance	Installation delays investigated.

## Strategic Focus Area 4: Strategic, Efficient and Effective Organisation

Strategic Outcome: Responding to risks and opportunities.

The role of the Flinders Council is arguably an expanded and broader brief than a traditional mainland Local Government. There is therefore a need for Council to strategically target their activities to support a broad range of services. The costs for delivering these services are higher on island due to our small population and rate base and dispersed communities. This, together with a declining population, places pressure on Council's ability to increase its own revenue. The need for an organisation that is strategic in its actions and investment and efficient and effective in its delivery becomes clearly evident. Furthermore the reliance and need to proactively work with funding partners to deliver outcomes for the community is critical. The context of Flinders Council is paralleled in the remote centre of mainland Australian.

Council recognises the support delivered by subsidised government assistance as a key benefit for the Island. That said Council is mindful of the need to ensure that broader policy decisions made at National and State levels do not deliver 'unintended consequences' for the community's desired lifestyles on the Furneaux Islands.

There is a strong desire to protect the existing lifestyle on the Islands through achieving greater autonomy in local planning, budget control and more flexible funding arrangements. The extent to which this is possible will require careful examination.

Approaches to support an effective local organisation and regional innovation include a desire to:

- Contribute to policy direction and decision making that impacts local communities;
- Recognise the need for equitable & sustainable financial resources for remote communities;
- Support local decision making and accountability;
- Actively seek innovative service, delivery and infrastructure funding and financing models; and
- Ensure investment matches strategic direction.

Broader analysis of the Local Government sector across Tasmania demands Flinders clearly articulates the need for a strategic, efficient and effective organisation that can adequately respond to local needs.

### Rationale

- There is a need for localised policy and implementation solutions that support the intent of broader State level policy but is suitably applied within the local context of the remote islands of the Bass Strait. Increasingly, Local Government is required to deliver a range of services that have moved beyond traditional 'rates, rubbish and roads'. This demand on service provision is amplified within the Flinders context where Council has demonstrated capability and is drawn into issues including, but not limited to: project management, negotiation, business case development, advocacy and lobbying, community development, expanded service provision, land use planning and integrated asset management.

- Local Governments are increasingly being asked to develop and support new place based activities and services, such as innovation and business development as the importance of 'place' to improvements in these areas becomes better understood. In many ways, Local Government is the best placed institution to guide and facilitate these elements of regional character, yet resource support to develop these capabilities that deliver state and national level outcomes and benefits is not yet forthcoming. These changing dynamics require new and adaptive governance approaches.
- Given the scale of Flinders Council and the diverse 'communities of interest' on the Islands there is a requirement to ensure that effective partnerships are encouraged to deliver 'joined-up' interagency and interdepartmental delivery of services. Partnership approaches between peak organisations on the Island are particularly important within the context of decreasing State and National Government funding allocations.
- At a regional and State level, Council has an important role as community leader and advocate for the Islands' communities. Ongoing contribution through the leadership of Council to support policy, regional strategy and emerging direction for the Local Government sector will be pivotal for future service delivery within the current Local Government area.
- As the debate for Local Government amalgamations continues at Tasmanian State Government level, Council needs to consider the implications and opportunities for financial management and service provision improvements the reform agenda may offer.
- There is a requirement for integrated strategies that are collectively delivered by Government, Council, community and business. Council cannot be viewed as the sole driver of long term positive change on the Islands. Developing this level of collective engagement over the longer term is a critical element of place based strategy development and implementation.
- There has been significant investment by Council in corporate and asset management planning. Ongoing commitment to ensure transparency through processes, reporting and project delivery will guide Council's annual work program and statutory reporting requirements.
- New and innovative models for service delivery and infrastructure funding and finance can improve the efficiency and effectiveness of Local Governments.
- While Council's role is broader and more strategic than ever, the organisation has considerable statutory obligations to support implementation of State legislation. In particular there is a significant resource demand for Council to meet and prosecute their responsibilities under the *Local Government Act 1993*; *Land Use Planning & Approvals Act 1993*; *Public Health Act 1997*; *Building Control Act 2000* and other relevant corporate governance requirements around probity and ensuring workplace safety. This role continues to grow and add costs to Local Government. Council sees value in clearly articulating to the community via the Strategic Plan and Annual Plan the breadth of the work required in this area and its associated cost to the community.
- Engagement and analysis has indicated the need to recognise the support achieved through subsidised State and Federal funding as a key benefit for the Island. Ongoing remote area assistance is required with increased autonomy for local service delivery.
- Long range financial planning and decision making around investment strategies that underpin community benefit are required. The focus on development of a 20 year financial assessment and devising a strategic investment strategy will underpin the long term resilience of Council.

## Strategies

The strategies for achieving this policy outcome are:

- Remain actively engaged with internal and external stakeholders providing regional leadership;
- Support processes, accountability and project delivery through transparent reporting;
- Ensure Council meets its statutory obligations and manages corporate and community risk;
- Drive continuous improvement through a focus on customer service, community engagement, efficient systems and processes, innovation, capacity building and workforce development;
- Build financial and organisational resilience and maximise returns from Council's capital resources; and
- Actively investigate innovative service, delivery and infrastructure funding and financing models that meet the core needs of the Council and the future needs of the Island and its residents.

**Strategic Focus Area 4: Strategic, Efficient and Effective Organisation – Responding to risks and opportunities.**

Strategic Direction: 4.1 Remain actively engaged with internal and external stakeholders providing regional leadership.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicators
4.1.1 The Furneaux Islands' unique circumstances, isolated community and specific financial needs are understood by key external stakeholders.	4.1.1.1 Maintain membership and actively engage with Northern Tasmania Development.	Governance	Mayor and General Manager retain active membership on Northern Tasmania Development.
	4.1.1.2 Maintain membership and actively engage with the Local Government Association of Tasmania.	Governance	Mayor and General Manager retain active membership on Local Government Association of Tasmania.
	4.1.1.3 Maintain membership and actively engage with Tourism North Tasmania. Utilise the Tourism Infrastructure Audit to lobby for project funding.	Governance	Membership of Tourism North Tasmania maintained.
	4.1.1.4 Develop an evidence based priority projects list for use with other tiers of government and to support grant applications.	Governance	Priority projects list updated.
	4.1.1.5 Maintain representation and engagement with TasWater and the Office of Tasmania Regulator Consultative Committee.	Governance	TasWater and OCCC representation maintained.
4.1.2 Cooperative and coordinated delivery of Indigenous community services.	4.1.2.1 Actively collaborate with key State Government departments, the Cape Barren Aboriginal Association and Flinders Island Aboriginal Association to pursue joint funding proposals through the Indigenous Advancement Strategy.	Governance	Maintain collaboration.
Strategic Direction: 4.2 Support processes, accountability and project delivery through transparent reporting.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicators
4.2.1 Priorities, actions and achievements are planned and reported through an integrated governance and management framework.	4.2.1.1 Provide quarterly reporting to Council on achievement of Annual Plan actions.	Governance	Quarterly reporting completed.
	4.2.1.2 Provide quarterly reporting to Council on Council's financial investments.	Corporate Services	Project Management Framework in place and operational.
4.2.2 Efficient and coordinated delivery of projects across the organisation.	4.2.2.1 Utilise project management framework and associated procedures.	Governance	Project Management Framework in place and operational.

4.2.3 Administrative support provided to Council.	4.2.3.1 Prepare and distribute agendas and minutes for Council and act as minute secretary as directed by the General Manager.	Governance	Agendas and minutes prepared and distributed within agreed timeframes and statutory requirements.
	4.2.3.2 Ensure Council's reporting documents and plans are uploaded to Council's website.	Governance	Council's reporting documents and plans on website are current and up to date.
	4.2.3.3 Deliver the Community Grants and Gunn Bequest funding program.	Governance	Community Grants and Gunn Bequest funding program acquitted.
	4.2.3.4 Administer the Citizen of the Year Award program.	Governance	Citizen of the Year awarded.
<b>Strategic Direction: 4.3 Ensure Council meets its statutory obligations and manages corporate and community risk.</b>			
<b>Output</b>	<b>Year 2 Annual Plan Action</b>	<b>Lead Responsibility</b>	<b>Key Performance Indicators</b>
4.3.1 Development undertaken in accordance with relevant development standards and legislative requirements.	4.3.1.1 Ensure regulatory compliance for buildings and structures.	Development Services	Building control audit confirms correct enforcement process followed.
4.3.2 Regulatory building processes comply with Department of Justice requirements.	4.3.2.1 Building Audit process undertaken and findings substantially complied with.	Development Services	Building Audit satisfactorily completed and demonstrable improvement in audit findings achieved.
4.3.3 Annual Plans and Reports prepared in accordance with the <i>Local Government Act 1993</i> .	4.3.3.1 Prepare and deliver an Annual Plan and Annual Report.	Governance	Annual Plan and Annual Report delivered in compliance with regulations and timeframes.
4.3.5 Requirements of the <i>Archives Act 1983</i> substantially complied with through improved records management processes.	4.3.5.1 Finalise and maintain Records Management Policy and procedures.	Governance	Records Management Policy in place.
	4.3.5.2 Maintain IT schedule of computer software upgrades and hardware replacements.	Corporate Services	IT schedule maintained.
4.3.6 Register of Interests for staff and Elected members maintained as required under the <i>Local Government Act 1993</i> .	4.3.6.1 Update and maintain staff and Elected Members' Register of Gifts and Interests.	Governance	Register of Interests is maintained.
4.3.7 General Manager's Roll maintained for election purposes as required under the <i>Local</i>	4.3.7.1 Update and maintain General Manager's Roll.	Governance	General Manager's Roll is maintained.

<i>Government Act 1993.</i>			
4.3.8 Municipal Revaluation and valuation adjustment factors.	4.3.8.1 Monitor the uptake of Capital Based Rating System by other councils.	Project Delivery (Corporate Services lead)	Report provided.
	4.3.8.2 Implement the process to update Office of the Valuer General of completed building works.	Development Services	Monthly report provided.
4.3.9 Maintain Council's Policy Manual and Instrument of Delegation.	4.3.9.1 Review the following policies: Visits – Cape Barren Island (due 10.2012); Pacific Oyster Marine Farming (due 11.2012); Customer Service Charter (due 09.2012); Flying of Flags at Council Property (due 06.2013); Public Question Time – Council Meetings (due 01.2014). Quasi-Judicial (due 07.2014); Attendance at Conferences (Elected Members) (due 11.2014); Council Houses – Maintenance (due 11.2014); Special Committees of Council (due 05.2015); Provision of Electronic Services – Elected Members (due 05.2015).	Governance	Policies reviewed in compliance with regulations and timeframes.
	4.3.9.2 Review the following policies: Physical Locality Staffing (due 05.2011); Physical Locality Staffing (due 05.2011); Employee Promotion (due 07.2011); Employee Promotion (due 07.2011); Induction (due 07.2011); Employee Personal Development Appraisal (due 07.2011); Drugs and Alcohol (due 08.2011); Rates & Charges (due 07.2014); Asset Management (due 09.2014); Employee Outside Work Activities (due 05.2015); Employee Code of Conduct Policy (due 01.2016); Risk Management (due 05.2016); Employee Recruitment and Selection (due 03.2016); Corporate Credit Card Policy (due 06.2017); Workplace Behaviour Policy (due 04.2017); Work Health Safety Policy (due 05.2017).	Corporate Services	Policies reviewed in compliance with regulations and timeframes.
	4.3.9.3 Review the following policies: Land Transfer Policy (due 08.2007); Flinders Council Public Open Space Policy (due 09.2012); Dog Management Policy (due 02.2015).	Development Services	Policies reviewed in compliance with regulations and timeframes.
	4.3.9.4 Review the following policies: Roadside and Reserve Vegetation Management Policy (due 09.2014).	Works & Services	Policies reviewed in compliance with regulations and timeframes.
	4.3.9.5 Review the following policies: Aboriginal Reconciliation (due 12.2003); Hire of Municipal Halls (due 08.2007); Access Policy (due 09.2012); Sponsorship on Third Party Projects and Events (due 09.2012); Tasmanian Tidy Towns Competition (due	Community & Economic Development	Policies reviewed in compliance with regulations and timeframes.

	11.2014); Wybalenna (due 11.2014).		
	4.3.9.6 Review and revise Instrument of Delegation as required.	Governance	Instrument of Delegation maintained.
4.3.10 Requirements of the <i>Public Interest Disclosure Act 2002</i> complied with by responding to disclosures.	4.3.10.1 Process and investigate public interest disclosures as required.	Governance	Disclosures processed and investigated within required timeframes.
4.3.11 Requirements of the <i>Right to Information Act 2009</i> complied with by responding to applications for information disclosure.	4.3.11.1 Assess and action applications for information disclosure as required.	Governance	Applications responded to within required timeframes and guidelines.
4.3.12 Annual budget estimates and reviews.	4.3.12.1 Budget estimates and reviews delivered within required timeframes.	Corporate Services	Delivered and reported required timeframes and guidelines.
4.3.13 Financial management processes comply with Tasmanian Audit Office requirements.	4.3.13.1 Actively engage with the Tasmanian Audit Office and substantially comply with Audit process and recommendations.	Corporate Services	Audit completed within required timeframes with substantial compliance achieved.
4.3.14 Input into the State Government "Sustainability Indicators" project provided.	4.3.14.1 Provide the Tasmanian State Government with a response to the "Sustainability Indicators" process and project within required timeframes.	Corporate Services	Delivered and reported within required timeframes.
4.3.15 Flinders Council Audit Panel functions effectively and efficiently.	4.3.15.1 Support the functions of the Flinders Council Audit Panel.	Corporate Services	Panel is functional.
4.3.16 Enterprise Agreement 2016-2019 that complies with <i>Fair Work Act 2009</i> .	4.3.16.1 Engage with staff and implement a 2016-19 Enterprise Agreement.	Governance	2016-19 Enterprise Agreement implemented.
4.3.17 Public officers educated and trained in ethical conduct to comply with Section 32 of the <i>Integrity Commission Act 2009</i> .	4.3.17.1 Provide annual training in ethical conduct to staff.	Governance	Training completed.
4.3.18 Furneaux Fire Area Management Committee functions efficiently and effectively.	4.3.18.1 Support the functions of the Furneaux Fire Area Management Committee.	Governance	Committee is functional.
	4.3.18.2 Partner with the State Fire Management Council and TasFire to implement the Furneaux Area Fire Management Plan.	Project Delivery (Development Services lead)	Partnership maintained.
4.3.19 Appropriate plans and available resources in place to where possible mitigate and respond to identified risks and	4.3.19.1 In conjunction with other emergency response groups, have appropriate plans and available resources in place to where possible mitigate and respond to identified	Community and Economic Development	Engagement with emergency response groups.

incidents.	risks and incidents.		
	4.3.19.2 Advocate for the State Government to deliver, fund and implement a BioSecurity Plan for the Furneaux Islands.	Environmental Health	Report on progress.
	4.3.19.3 Provide support to Flinders Municipal Emergency Management Committee.	Community and Economic Development	Support provided.
	4.3.19.4 Review the Flinders Municipal Emergency Management Plan.	Community and Economic Development	Review completed.
	4.3.19.5 Provide assistance and support to the Recovery Coordinator to establish, promote and coordinate the Recovery Committee as subcommittee of the Municipal Emergency Management Committee.	Community and Economic Development	Recovery Committee in place.
	4.3.19.6 Review and update the Flinders Recovery Plan, which includes Evacuation Centre Guidelines.	Community and Economic Development	Review completed.
	4.3.19.7 Identify, assist to facilitate and coordinate Emergency Management/Recovery related training when opportunities arise.	Community and Economic Development	Respond to training opportunities as they arise and report accordingly.
4.3.20 Compliance of airport operations with requirements of CASA and other regulators.	4.3.20.1 Deliver all Technical & Safety inspections at the Airport in accordance with CASA requirements.	Airport	Identified plans and resources in place.
	4.3.20.2 Carry out an annual lighting and obstacles audit in accordance with CASA requirements.	Airport	Audit completed to CASA requirements.
	4.3.20.3 Annually review safety management systems in accordance with CASA requirements.	Airport	Review completed to CASA requirements.
	4.3.20.4 Implement the drug and alcohol management plan in accordance with CASA requirements.	Airport	Plan implemented to CASA requirements.
4.3.21 An integrated and strategic approach to financial and asset management.	4.3.21.1 Maintain a long-term financial plan in accordance with the <i>Local Government Act 1993</i> .	Corporate Services	Plan that informs service levels and budget allocations is in place and actively reviewed.
	4.3.21.2 Maintain an Asset Management Plan in accordance with the <i>Local Government Act 1993</i> .	Corporate Services	Plan that informs service levels and budget allocations is in place and actively reviewed.
	4.3.21.3 Maintain financial and asset management strategies in accordance with the <i>Local Government Act 1993</i> .	Corporate Services	Plan that informs service levels and budget allocations is in place and actively reviewed.
	4.3.21.4 Maintain an asset management policy in accordance with the <i>Local Government Act 1993</i> .	Corporate Services	Plan that informs service levels and budget allocations is in place and actively reviewed.

	4.3.21.5 Investigate infrastructure delivery, ownership and partnership models to alleviate long term asset renewal challenges and financial sustainability.	Corporate Services	Report provided.
4.3.22 Financial Statements include Financial and Asset Management Sustainability Indicators in accordance with the <i>Local Government Act 1993</i> .	4.3.22.1 Include Financial and Asset Management Sustainability Indicators in the Annual Report.	Corporate Services	Indicators included within Annual Report.
4.3.23 Create annual rates invoice, supplementary valuations and annual adjustment factors processed.	4.3.23.1 Process annual rate notices, supplementary valuations and annual adjustment factors.	Corporate Services	Rates notices generated within required timeframe.
	4.3.23.2 Investigate unpaid rates that would result in properties being eligible for sale under s137 of Local Government Act 1993.	Corporate Services	Report provided.
4.3.24 Roads to Recovery reporting requirements met.	4.3.24.1 Submit quarterly reports to the Department of Infrastructure and Transport to comply with the Roads to Recovery Funding.	Corporate Services	Reports delivered within required timeframes.
4.3.25 Mineral Resource returns to Mineral Resource Tasmania.	4.3.25.1 Submit quarterly Mineral Resource returns to Mineral Resource Tasmania.	Corporate Services	Reports delivered within required timeframes.
4.3.26 Superannuation and Taxation obligations met.	4.3.26.1 Process Business Activity Statements, Superannuation contributions, Payroll Tax and Fringe Benefits Tax Returns.	Corporate Services	Reports delivered within required timeframes.
4.3.27 Annual Fire Levy returns submitted to the State Fire Commission.	4.3.27.1 Submit annual Fire Levy returns to the State Fire Commission.	Corporate Services	Returns submitted within required timeframes.
4.3.28 Requirements of the <i>Public Health Act 1997</i> are met.	4.3.28.1 Register private water suppliers in accordance with the Drinking Water Quality Guidelines (Public Health Act).	Environmental Health	Report provided on number of registered private water suppliers.
	4.3.28.2 Register warm water system providers in accordance with the legionella guidelines (Public Health Act).	Project delivery (Environmental Health lead)	Report provided on number of registered private water suppliers.
	4.3.28.3 Deliver the annual recreational seawater sampling program.	Environmental Health	Program delivered and areas of non-compliance addressed as per the Recreational Water Quality Guidelines.
	4.3.28.4 Provide a structured inspection program for all environmental health related facilities and activities and provide support as required.	Environmental Health	Inspection program delivered. Report provided on number of non-compliance notices.
	4.3.28.5 Implement Immunisation Programs.	Environmental Health	Register maintained and reports provided to all relevant

			government departments.
4.3.29 Requirements of the <i>Dog Control Act 2000</i> are met.	4.3.29.1 Council substantially complies with the requirements of the <i>Dog Control Act 2000</i> .	Environmental Health	Reduction in number of complaints and breaches.
4.3.30 Requirements of the <i>Building Control Act 2000</i> are met.	4.3.30.1 Complete annual health and safety audits of Council's built assets to ensure compliance of Council buildings.	Environmental Health	Annual Maintenance Statements (Form 56) issued for each building.
4.3.31 Requirements of the Environment Protection Agency (EPA) regulations are met.	4.3.31.1 Undertake regular assessments of asbestos transport operations and disposal to facilitate compliance with the Environmental Protection Agency guidelines and operating conditions.	Environmental Health	Annual assessments undertaken.
	4.3.31.2 Substantially comply with EPA Notice relating to the operation of the Whitemark waste resource centre.	Environmental Health	Report provided.
Strategic Direction: 4.4 Drive continuous improvement through a focus on customer service, community engagement, efficient systems and processes, innovation, capacity building and workforce development.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicators
4.4.1 A healthy and safe place to work.	4.4.1.1 Substantially comply with Council's obligations under the Workplace Health and Safety Act and embed a culture of risk management, safe working practices and ongoing continuous improvement into Council operations and service delivery.	Corporate Services	A minimum of 30% reduction in the number of workplace incidents reported.
	4.4.1.2 Deliver a Workplace Health and Wellbeing Program.	Corporate Services	Program delivered.
4.4.2 Continuous improvement program.	4.4.2.1 Key business processes mapped and documented and continuously reviewed and improved.	Corporate Services	Internal audits completed.
4.4.3 A skilled workforce that provides core strategic, planning and operational capability.	4.4.3.1 Continue to provide professional development opportunities to staff.	Corporate Services	A minimum of 80% of the workforce are involved in training during the year.
4.4.4 Compliance with the requirements of the <i>Work Health and Safety Act 2012</i> . A safe working environment where staff, volunteers and contractors understand safety issues, are supported and take individual responsibility for safety.	4.4.4.1 Review of current policies, processes, safety systems and consultation devices focusing on employee OHS, contractor management and volunteers.	Corporate Services	Review completed.
	4.4.4.2 Review current Risk Register by consulting with Council Staff and recording newly identified risks and develop and where possible implement risk treatment plans.	Corporate Services	Top 10 risks are identified and treatment plans are in place.
	4.4.4.3 Continue to review and streamline current Contractor Management processes and procedures.	Corporate Services	Review completed.
	4.4.4.4 Maintain Contractor Register	Corporate	Register maintained

	and Volunteer Register. Implement induction policies and program.	Services	and reviewed monthly.
4.4.5 An effective and dynamic online presence (Council website).	4.4.5.1 Complete an annual review of website content.	Corporate Services	Review completed.
4.4.6 A central source of information for tourists and visitors to the Island.	4.4.6.1 Capture number of inquiries and time spent providing visitor and potential resident information.	Corporate Services	Report provided.
4.4.7 New Residents Kits.	4.4.7.1 Maintain and review New Residents' Kits.	Project delivery (Corporate Services lead)	Kit maintained and reviewed.
<b>Strategic Direction: 4.5 Build financial and organisational resilience and maximise returns from Council's capital resources.</b>			
<b>Output</b>	<b>Year 2 Annual Plan Action</b>	<b>Lead Responsibility</b>	<b>Key Performance Indicators</b>
4.5.1 Resources utilised to maximise financial and community returns.	4.5.1.1 Investigate and assess opportunities to increase revenues from Council's fleet, plant and equipment.	Works and Services	Increase revenue from Private Works by a minimum of 5%.
4.5.2 Sustainable organisation.	4.5.2.1 Undertake internal audits of all financial procedures.	Corporate Services	Internal audits completed.
	4.5.2.2 Update a 10 year financial assessment to identify key funding and financing gap risks.	Corporate Services	Update completed.

## Strategic Focus Area 5: Liveability

Strategic Outcome: Protect, improve and promote the health and wellbeing of the Islands' communities.

Council has outlined a clear desire to grow the population to levels that will not directly impact lifestyle but will enable greater sustainability, access to a greater range of choices, and improve ongoing service delivery for essential activities associated with health, the arts, education and employment.

Maintaining the current high levels of social capital and strengthening human capital on the Islands is an important objective for Council. Investment that improves community safety, creativity, health and wellbeing should be prioritised as it has a strong link to the Island's long term prosperity.

Improving the overall livability of the community is critical to sustainability and growth. This can be achieved through influence, leadership and coordination, encouraging creative endeavour, protecting, promoting, and maintaining health and wellbeing and by preventing disease, disability, and improving health and wellbeing through targeted initiatives, education and health services and assisting where possible to maintain and foster a safe and supportive community.

### Rationale

- Changing demographic structure of the Islands' population drives demand for changing service needs. This includes a combination of an ageing population and recent increases in births.
- Liveability is one of the key strengths of the Islands and Council should continue to foster key programs and initiatives that seek to improve liveability.
- The scale of the ageing population is creating increased emphasis on health-related services.
- Health and wellbeing is an important consideration for the Island community. It is linked to social connections, levels of volunteerism, feelings of safety, prosperity, accessibility and access to services. The combination of these assets builds social and cultural capital.
- Seasonal fluctuations in population and the social capital of visitors and regular return tourists are an important group for continued engagement. These 'off-Island' residents may enhance social connections and access to human capital.
- The Flinders Island Recreational and Community Facilities Assessment and Infrastructure Plan identified that most residents consider their health and wellbeing to be good, however concerns exist around ageing, anxiety, depression and lack of exercise. 'Cost of fuel' and 'isolation' are indicated as the main difficulties when accessing services. 'Travel costs, 'financial costs' and 'isolation' are the least positive things about living on the Island. 'Population' and 'travel' have been identified as key issues for the Island over the next 5-10 years.
- Support for improved health and wellbeing of the community through education, health and aged care services via the Multi-Purpose Centre, Flinders Island Aboriginal Association Incorporated (FIAAI), Cape Barren Island Aboriginal Association Incorporated (CBIAAI) and Council presents as an ongoing opportunity. Exploration of shared models of service that enable coordinated delivery of health services and minimise duplication of effort should be undertaken as a priority. With limited access to

capital and operational funds in this critical area, alignment of effort and services is a key focus.

- There has been a move away from participation in conventional organised sport. New strategies to support strong national and state level policy for health prevention are required. The *Flinders Island Recreational and Community Facilities Assessment and Infrastructure Plan* and other strategic planning have identified needs including: facilities, public transport and behaviour change support.
- Cultural activities foster social engagement and emotional wellbeing and they provide opportunities for creative expression. The creative arts build a sense of ownership; simply engaging in arts-based activities can be healing, and promotes pride, identity, cultural continuity and renewal for the benefit of all.

## Strategies

The strategies for achieving this policy outcome are:

- Improve the health and wellbeing of the Island communities through leadership and co-ordination; and
- Support cultural activities that foster social engagement and emotional wellbeing and provide opportunities for creative expression.

## Strategic Focus Area 5: Liveability – Protect, improve and promote the health and wellbeing of the Islands' communities.

Strategic Direction: 5.1 Improve the health and wellbeing of the Island communities through leadership and co-ordination.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicators
5.1.1 Integrated delivery of health promotion activities.	5.1.1.1 Engage with community and external stakeholders to support and deliver health and wellbeing initiatives to the community.	Community & Economic Development	Opportunities identified and outcomes achieved.
	5.1.1.2 Support delivery and/or deliver health and activity based programs and events for youth including an integrated school holiday program.	Community & Economic Development (lead)	Opportunities identified and outcomes achieved.
	5.1.1.3 Actively seek funding and grant opportunities that can assist in the delivery of health promotion activities.	Community & Economic Development	Opportunities identified and outcomes achieved.
	5.1.1.4 Support the Flinders Island Aboriginal Association Inc. to secure funding and deliver programs for community benefit.	Community & Economic Development	Report provided.
5.1.2 Rural Primary Health Service program funding is administered for delivery of health services to the community.	5.1.2.1 Facilitate and deliver the Rural Primary Health Service Program.	Project Delivery (Community & Economic Development lead)	Program delivered.
	5.1.2.2 Scope and deliver ad hoc projects as opportunities arise.	Community & Economic Development	Opportunities identified and outcomes achieved.
5.1.3 Improved health and wellbeing of the community supported through education and health services.	5.1.3.1 Provide and maintain a Funeral Service that meets public and occupational health and safety standards.	Corporate Services	Funeral Services comply with the Act and occupational health and safety standards.
	5.1.3.2 Support delivery and/or deliver health and activity based programs and events for community.	Community & Economic Development	Opportunities identified and outcomes achieved.
Strategic Direction: 5.2 Support cultural activities that foster social engagement and emotional wellbeing and provide opportunities for creative expression.			
Output	Year 2 Annual Plan Action	Lead Responsibility	Key Performance Indicators
5.2.1 Arts and cultural activities are encouraged and supported.	5.2.1.1 Work with community groups, businesses and organisations to foster and support cultural activities.	Community & Economic Development	Cultural activities supported and report provided.
5.2.2 Community events and activities are supported, encouraged and delivered.	5.2.2.1 Encourage the utilisation of recreational and community facilities by supporting community organisations and/or individuals that deliver community events and/or	Community & Economic Development	Recreational and community facilities utilised for community events and activities.

	activities.		
	5.2.2.2 Assist in community events by providing services and assistance as required.	Works and Services	Services and assistance provided to community events when required.
	5.2.2.3 Manage, coordinate and deliver the Furneaux Islands Festival.	Community & Economic Development	Furneaux Islands Festival delivered.
<b>Strategic Direction: 5.3 Land use planning conserves natural and cultural values and addresses natural hazards and climate adaption.</b>			
<b>Output</b>	<b>Year 2 Annual Plan Action</b>	<b>Lead Responsibility</b>	<b>Key Performance Indicators</b>
5.3.1 Municipal climate change strategy.	5.3.1.1 Finalise a climate change strategy for the Municipality.	Strategic Planner	Climate change strategy completed.
5.3.2 Hazard management and climate adaption integrated into specific area plans.	5.3.2.1 Integrate local and regional policy on natural hazards and climate adaption into Specific Area Plans and the Tasmanian State/Flinders Interim Planning Scheme.	Strategic Planner	Policy integrated into Plans.
5.3.3 Biosecurity risks identified and a program to address those risks developed.	5.3.3.1 Liaise with Biosecurity Tasmania to achieve positive outcomes for the community.	Environmental Health Officer	Respond to requests when they arise and report provided.
5.3.4. Planning scheme enhances liveability and protects distinctive local characteristics.	5.3.4.1 Ensure the planning scheme reflects liveability objectives.	Strategic Planner	Liveability objectives included in planning scheme.