



# Annual Plan

2022-2023





# Flinders Council Annual Plan 2022 -2023

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# Introduction

Under the *Local Government Act 1993* (the Act), councils have a range of functions and powers including, but not limited to, the following:

- S20(1) (a) to provide for the health, safety and welfare of the Community;
- (b) to represent and promote the interests of the Community; and
- (c) to provide for the peace, order and good government of the municipal area.

In terms of achieving these and other objectives, Council is required to develop a range of strategic and operational plans and documents that underpin the operations of the Council; the importance of which should not be underestimated.

- S68 Strategic Plan
- S70 Long Term Financial Management Plan
- S70A Financial Management Strategy
- S70B Long Term Strategic Asset Management Plan
- S70C Asset Management Policy
- S70D Asset Management Strategy
- S71 Annual Plan
- S82 Estimate (Rating)

This document addresses S71, as listed above, which requires the Council to prepare an Annual Plan for the municipal area for each financial year. Flinders Council's Annual Plan for the 2022-23 financial year has been prepared and adopted by Council in accordance with S71, 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 2022-2023, Council will endeavour to meet the goals and objectives of the Strategic Plan in an inclusive manner with its community members.

# General Manager's Summary

The 2022/2023 financial year will continue to build on the interesting mix of incorporating significant regulatory change and review of Council activities into Council operations, as well as ongoing adaptation to the new 'norm' of COVID-19.

Council has continued to focus on obtaining grant funding for community-based projects that would otherwise be beyond Council's resources. Details of successfully funded projects that will be progressed this financial year such as the Black Summer Bushfire Recovery Grants Program and the Whitemark Veterinary Facility Grant will be discussed later in this report.

'Roads, rates and rubbish' are often quoted as core Council responsibilities and there is some merit to this adage. Last year, Council continued to review its operations and determined that more needs to be done to consolidate core responsibilities such as roads, drainage and signage. At the same time, Council needs to acknowledge its capacity and capability restraints and ensure appropriate levels of compliance, development and training in order to meet our core responsibilities.

To develop our resources and expand both our capacity and capability, long term contracts with the Department of State Growth and TasWater are being re-negotiated from the perspective of local and realistic capability-based activities. These contracts will provide the opportunity to upskill staff over time whilst generating income and ensuring local assets continue to be appropriately maintained as they grow.

Since commencing at Flinders Council, I have been reviewing many aspects of Council's operations, governance and structure with a view to identifying improvement opportunities. This has been conducted in broad consultation with Councillors, existing and past staff, other Tasmanian and Victorian councils and the Local Government Association of Tasmania. The results of the organisational restructure will be implemented early in the new financial year. The changes will be moderate and designed to enable staff to be more flexible and adaptable to the current requirements and regular changes inherent in Local Government.

The 2021/2022 financial year was a big year for regulation in Local Government with the Flinders (Planning) Local Provisions Schedule (LPS) being enacted, and the *Waste and Resource Recovery Act 2022* and *Container Refund Scheme Act 2022* both passing through Parliament. These three statutory documents are likely to generate significant change within Council operations and services within this financial year and into the future.

All 29 Local Government communities within Tasmania have been invited to participate in The Future of Local Government Review which aims to “ensure our system of local government is robust, capable, and ready for the challenges and opportunities of the future”. This process commenced on 20 January 2022 and is planned to take approximately eighteen months to complete. I would urge all community members to participate in this process to the level that they are comfortable with.

The following is an outline of some of this year's areas of focus within Council in context of our Strategic Plan and Priority Projects.

## COVID-19

Two years later, COVID-19 continues to provide challenges for the community. Late in 2021, following the opening of borders within Tasmania, Flinders Island experienced its first cases of COVID-19. Since then, a significant proportion of the community has contracted COVID-19 with very few reported cases requiring hospitalisation. Council will continue to advocate for the community in conjunction with our municipal health providers and state health framework.

## Waste

Council's waste strategy aims to inform the community of the direction Council is taking with regard to waste management practices on the Island. There is lots to consider including the construction of a new enviro-cell for all waste that is not otherwise recycled; and reconfiguration of the Whitemark landfill site. These elements are basic infrastructure requirements that will not only enable us to keep up with current environmental requirements but also enable us to divert waste to other areas, such as recycling markets in northern Tasmania. The site amendments, with some funding from the Recycling Modernisation Fund, will enable us to collect waste streams (such as plastic milk bottles, steel cans etc.) and bale them for off-island markets. Council continues to work on this model, which presents considerable expense to the community, without having to charge a fee for waste deposited at the sites.

## Local Roads and Community Infrastructure Grants (LRCI)

As part of the Federal Government's COVID-19 recovery (community stimulus) strategy, several grant opportunities were released, including the Local Roads and Community Infrastructure Grant program. This grant program is available to Local Governments to stimulate local economies by generating locally contracted employment to improve community infrastructure such as buildings, parks, roads and other public facilities.

Council has successfully applied for three phases of this grant program. The majority of the first and second phase improvement works were completed in previous financial years. The remainder of these improvement works, as well as the third phase of the program - general roads maintenance and drainage upgrades - will be completed this financial year.





## Roads

This year, our roads program continues to be informed by both an independent review and the results of our ten-year Long-Term Financial Management Plan, Financial Management Strategy, and Asset Management Plan, Strategy and Policy. These financial documents are legislative requirements and ensure appropriate long-term financial planning and hence the viability of Council.

Council plans to bitumen reseal 2.2km of streets within the Lady Barron township, and re-sheet approximately 16.5km of gravel roads this year. Council also plans to undertake stabilising on sections of Palana Road, Memana Road and Lackrana Road, as well as footpath replacement.

Additionally, Council plans to commit a further \$400,000 to a roadside table drain maintenance program, funded by phase three of the Local Roads and Community Infrastructure Grant, plus a further \$75,000 to install new guideposts and \$73,00 to upgrade road signage around the Island.

## Priority Projects

Early 2022, Council reviewed and updated its priority projects list to ensure strong advocacy and representation with the Federal Government in time for the federal election in May 2022.

The following five projects were identified:

- Reconstruct and seal Palana Road. Transfer ownership to State Government.
- Modern solid waste management practices.
- Provide funding for TasWater to establish a wastewater solution for Flinders Island.
- Relocate Council depot from residential area within Whitemark
- North east River – A state of the art ‘off grid’ northern location for campers

Council will continue to advocate strongly for these priority projects as opportunities arise, both individually and with our island and Tasmanian ‘mainland’ based stakeholders. [Page 7](#)

## Infrastructure

Our focus this year will continue to be on maintaining and upgrading existing assets, largely with the assistance of the Local Roads and Community Infrastructure grants, Safer Rural Roads grant and priority projects advocacy achievements.

Funding was received to construct a new veterinary facility for the Furneaux Islands within the last financial year. The facility, which will be located at the council showgrounds, will also include boarding kennels for pets. Works are scheduled to be completed by the end of 2023. Council will be seeking a qualified veterinarian to manage the new facility.

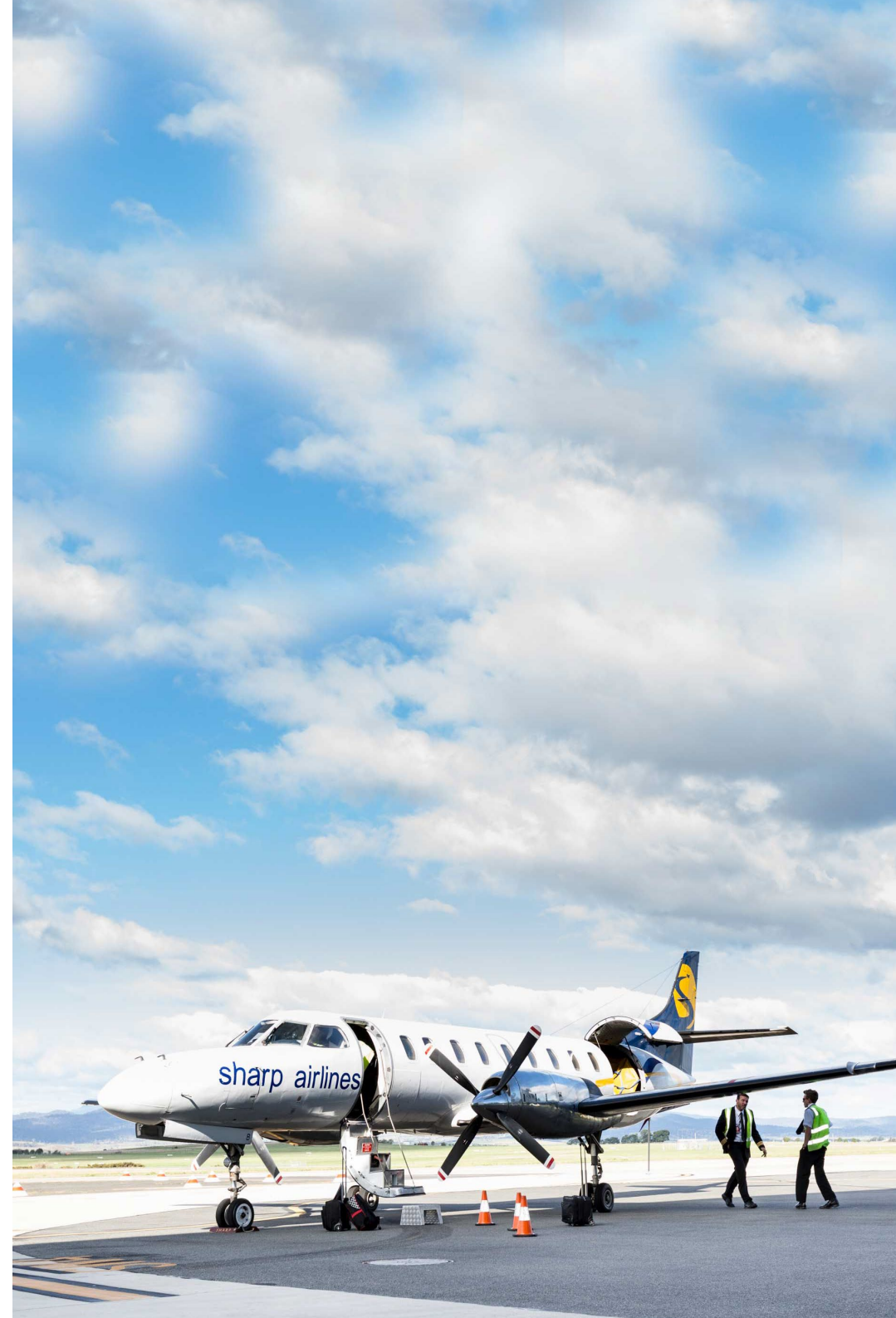
## Airport

Visitation levels to the Island remain high, likely due, in no small part, to the Hobart to Flinders flights which have been subsidised by the State Government until December 2022.

As part of the new Local Provisions Scheme, Council has identified an area of land within the airport precinct to be developed for light industrial use. Subdivision works will be progressed this year.

## Development Services

With the completion of the Local Provisions Scheme (LPS) in early 2022, Council is working to amend the application process to suit the new requirements of working with the Tasmanian Planning Scheme (TPS). The new planning structure also presents some opportunity for Council projects such as an industrial precinct near the airport and subdivision of land to realise more residential allotments on the Island.







## Community Development

Early 2022, Council received a \$1.6 million grant through the Black Summer Bushfire Recovery Grants Program, to address community recovery and resilience needs relating to the social, economic or built environments. These funds will be used over the next two financial years for the projects below:

- Flinders Arts and Entertainment Centre upgrade – installation of a commercial kitchen.
- Furneaux (Emita) Hall – heating/cooling, hot water in toilets.
- Holloway Park upgrade - Stage 2 of tourism/camping infrastructure
- Bushfire Mitigation Plans - for the townships of Emita, Killiecrankie and Lady Barron.
- Off-Grid Mobile Shipping Container - for deployment to emergency areas for use as a staging area / respite / information centre.
- Mobile digital signage - to communicate warning and emergency information.
- New Fire Station Sheds - at Emita Hall and Holloway Park for the proposed amalgamation of Emita / Memana and Lady Barron / Lackrana TasFire Services.

A grant of \$90,000 from the Recreational Fishing and Camping Facilities Program will see the power supply at the Emita Hall upgraded and smart card powered camping sites and tent platforms installed, as well as powered sites installed at Holloway Park. Solar lighting and recreational facilities will be installed at Palana and Whitemark.

With the assistance of a Tasmanian Weeds Action Fund grant, a Furneaux Islands Weed Strategy and Action Plan will be developed which will include Weed Management Plans for priority weeds including Paramatta Grass, African Love Grass and Chilean Needle Grass and Gorse/Paramatta Grass on Cape Barren Island. A council procedures plan and roadside maintenance calendar will also be developed to outline best practice roadside maintenance methods, optimal timing, and procedures for the Council works crew to improve practice.



## Time Capsule

In March 1973, as part of bi-centennial celebrations of the 'discovery' of the Furneaux Islands, a time capsule known as the Tomb of History was buried in the garden bed outside the council chambers. Community members, community groups and organisations added items to the time capsule with the planned re-opening of the capsule 50 years later, being March 2023. Council will be working with community organisations to plan a day of celebrations for the re-opening with a new time capsule to be buried and opened in another 50 years.

## Safe Harbour Project

Council's successful contractor for the Safe Harbour Project, Batchelor Construction Group (Batchelors), completed detailed project designs for the submission of the Commonwealth grant application in June 2021. A combination of time delays and COVID-19 related price increases has resulted in the need for additional funds for the project. An application to the Federal Minister for additional funding (\$600,000) has been successful but remains subject to a positive grant application outcome. Council will continue to work with the funding body to secure the funds to commence construction as soon as practicable.

## Islander Way

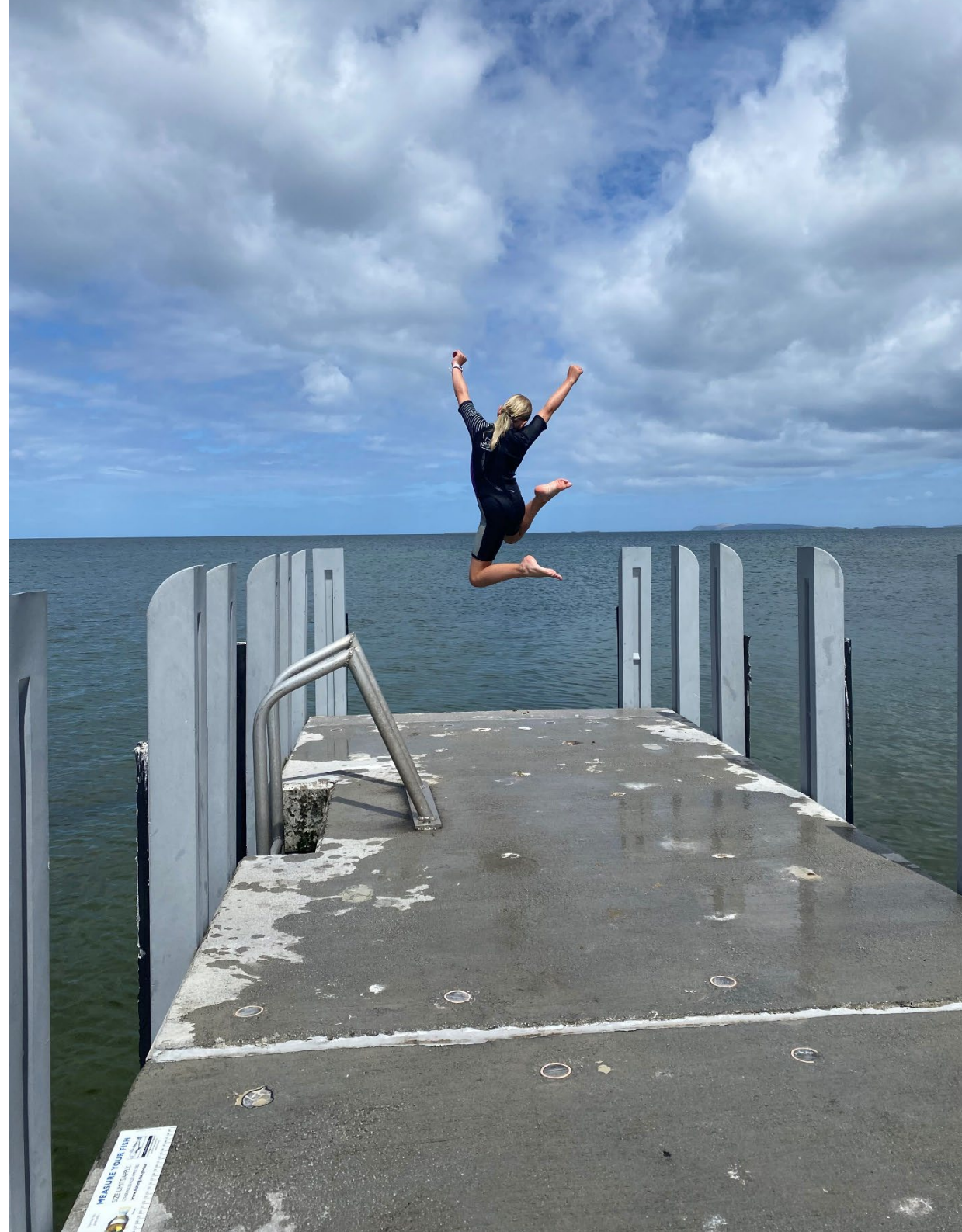
The Islander Way project, which commenced in 2021, will be completed this year. The project set its sights on using the principles and practices of regenerative tourism to co-design the future of tourism with the local community. One of the project goals is to identify innovative, community-driven projects and then collaborate with the community to co-design and incubate those projects.

## Election

Local Government Elections will occur in October 2022 resulting in a new Council. A Local Government Association of Tasmania (LGAT) multi source media campaign titled, "Want a seat at the table? – run for your local council" will commence on 9 July 2022 to inform and engage with potential nominees. We look forward to working with the new council to build on the momentum created over past years.

## Conclusion

I am highly motivated by what the community and council will achieve this year with quite limited resources. I am also looking forward to working within a new operational structure and with potentially a new Council, to achieve our core responsibilities and new grant opportunities in a responsive and informative manner





# Public Health Goals and Objectives

Council aims to enhance the liveability of remote Island life by protecting and promoting the health of its residents and visitors as one of Flinders Council's key roles.

Council's Environmental Health Officer is charged with meeting the statutory obligations of the *Public Health Act 1997*, *Environmental Management and Pollution Control Act 1994*, *Food Act 2003*, *Dog Control Act 2000* and *Local Government Act 1993* primarily to ensure that public health measures are met and maintained.

The Flinders Council's key public health goals and objectives in 2022/23 are:

- Provision of and access to available immunisation programs;
- Access to and provision of safe and nutritious food;
- Support for local food businesses and volunteer organisations;
- Maintenance and/or improvement of soil and water quality;
- Maintenance of a high level of sanitary facilities for public use;
- Best practice effluent disposal installation for private use; and
- Response to environmental incidences and nuisance.



# Our Vision for the Furneaux Islands' Communities

## Councillors

Mayor

Acting Deputy Mayor

Councillors

Cr David Williams

Cr Rachel Summers

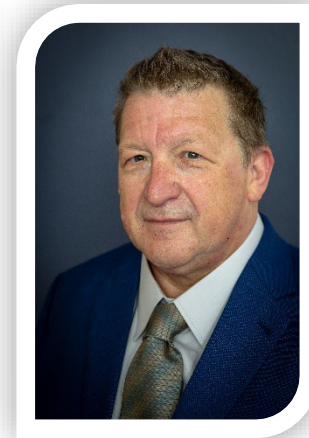
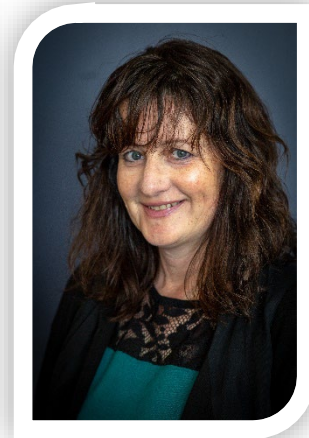
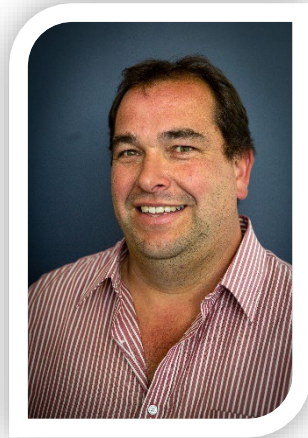
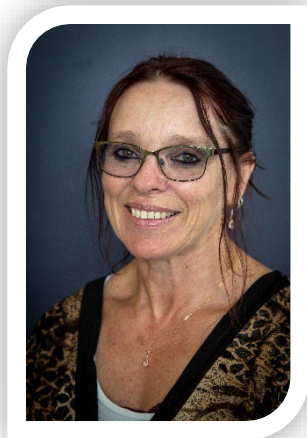
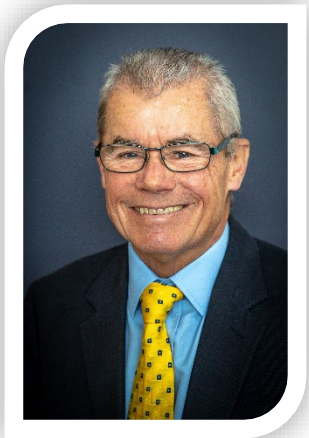
Cr Sharon Blyth

Cr Aaron Burke

Cr Vanessa Grace

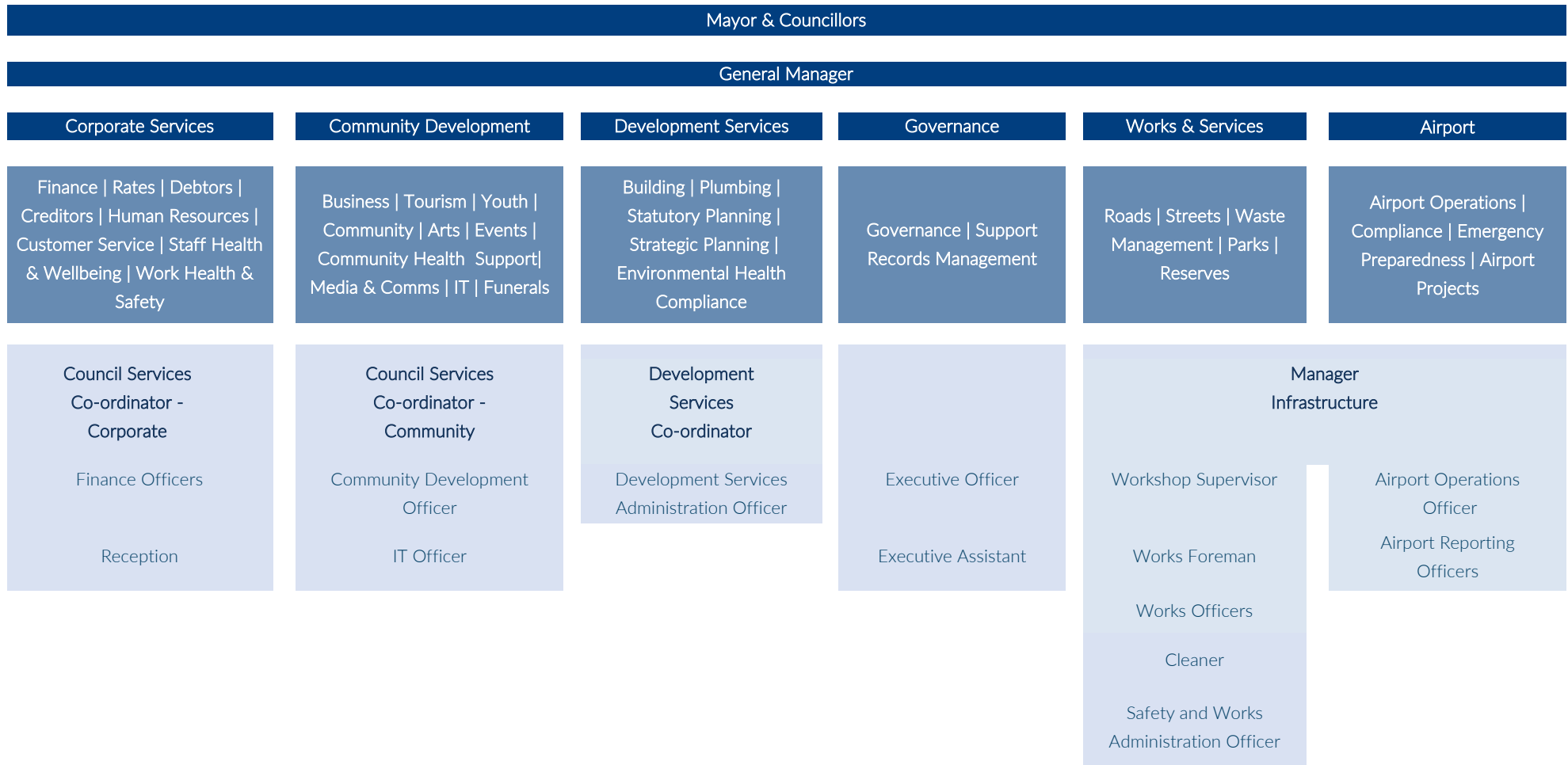
Cr Peter Rhodes

*A vibrant, welcoming and sustainable community, full of opportunity, celebrating and preserving our unique way of life and natural environment.*



L to R: Mayor David Williams, Acting Deputy Mayor Rachel Summers, Councillor Sharon Blyth, Councillor Aaron Burke, Councillor Vanessa Grace, Councillor Peter Rhodes.

# Flinders Council Staff Organisational Chart - August 2022



\* Does not include Legislated Emergency Management - Municipal Co-ordinator, Deputy Co-ordinator, Recovery Co-ordinator

\* Does not include Service Providers - Statutory and Strategic Planners, Engineering, Legal, Asset Management, Accountant, HR, Project Management, IT Services

# Summary of the Estimates for the 2022/23 Financial Year

## Profit and Loss

Flinders Council - Budget for the year ended 30 June 2023

Account	Forecast 2022	2022 Budget	2023 Budget	2021
<b>Trading Income</b>				
Rates	2,202,400	2,185,028	2,354,118	2,064,574
User Fees	1,037,345	628,812	913,445	1,283,114
Operating Grants	3,007,787	5,229,170	2,307,555	2,963,428
Interest Income	39,075	35,350	35,000	25,483
Dividends	43,200	18,000	43,200	18,000
Contributions	-	36,996	-	1,095
Other Income	164,579	180,815	40,200	137,956
<b>Total Trading Income</b>	<b>6,494,387</b>	<b>8,314,171</b>	<b>5,693,518</b>	<b>6,493,650</b>
<b>Gross Profit</b>	<b>6,494,387</b>	<b>8,314,171</b>	<b>5,693,518</b>	<b>6,493,650</b>
<b>Other Income</b>				
Capital Grants	3,806,209	297,000	5,359,362	3,613,660
Other Capital Income	8,386	-	-	-
<b>Total Capital Income</b>	<b>3,814,595</b>	<b>297,000</b>	<b>5,359,362</b>	<b>3,613,660</b>
<b>Operating Expenses</b>				
Employee Costs	2,292,235	1,676,409	2,913,689	2,147,201
Materials & Services	2,136,807	3,598,650	2,464,501	1,682,244
Depreciation	1,719,995	1,719,995	1,955,798	1,634,240
Interest Expense	51,055	66,948	16,938	106,077
Other Expenses	156,966	150,936	161,000	143,004
<b>Total Operating Expenses</b>	<b>6,357,057</b>	<b>7,212,938</b>	<b>7,511,926</b>	<b>5,712,767</b>
<b>Operating Net Profit / (Loss)</b>	<b>137,329</b>	<b>1,101,233</b>	<b>(1,818,408)</b>	<b>780,883</b>
<b>Net Profit (including Non Operating Revenue)</b>	<b>3,951,924</b>	<b>1,398,233</b>	<b>3,540,954</b>	<b>4,394,543</b>

### Budget Notes

\* The operating position for the 2022/23 financial year is forecast to be a loss of \$1.8million.

\*\* Including capital revenue the overall net profit is forecast to be \$3.54million. This includes capital grant funds of \$5.4million which will partially fund a capital works program of \$6.5million.

\*\*\* Loan repayment of \$45k are included with no new loan borrowings.

\*\*\* Forecast cash position at 30 June 2023 is \$8.0m, a decrease of \$1.0m from 30 June 2022.



# Balance Sheet

## Flinders Council - Budget 2022/2023

Account	Forecast 30/06/2022	Budget 22/23	30-Jun-21
<b>Assets</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	9,038,646	8,007,098	7,343,897
Investments	110,000	110,000	110,644
Trade Receivables	384,836	385,000	318,425
Inventory	93,061	100,000	180,833
<b>Total Current Assets</b>	<b>9,626,543</b>	<b>8,602,098</b>	<b>7,953,799</b>
<b>Non-current Assets</b>			
Property, Plant & Equipment	55,226,141	55,230,698	53,998,193
Intangible Assets	13,222	-	13,222
Mineral Resource Bonds	58,500	58,500	58,500
Investment in TasWater	3,202,790	3,202,790	3,202,790
<b>Total Non-current Assets</b>	<b>58,500,653</b>	<b>58,491,988</b>	<b>57,272,706</b>
<b>Total Assets</b>	<b>68,127,196</b>	<b>67,094,086</b>	<b>65,226,504</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade Payables	436,946	400,000	271,568
Trusts & Deposits	76,350	76,350	116,350
Contract Liabilities	-	-	76,719
Provisions	326,980	326,980	395,872
Loans	45,143	46,921	1,085,433
<b>Total Current Liabilities</b>	<b>885,419</b>	<b>850,251</b>	<b>1,945,942</b>
<b>Non-current Liabilities</b>			
Provisions	436,243	436,243	357,628
Loans	401,142	353,423	446,285
<b>Total Non-current Liabilities</b>	<b>837,385</b>	<b>789,666</b>	<b>803,913</b>
<b>Total Liabilities</b>	<b>1,722,804</b>	<b>1,639,916</b>	<b>2,749,855</b>
<b>Net Assets</b>	<b>66,404,392</b>	<b>65,454,170</b>	<b>62,476,649</b>
<b>Equity</b>			
Retained Earnings	51,536,413	50,586,191	47,600,413
Asset Revaluation Reserves	14,710,270	14,710,270	14,710,270
Restricted Reserve	157,709	157,709	157,709
<b>Total Equity</b>	<b>66,404,392</b>	<b>65,454,170</b>	<b>62,468,392</b>

# Statement of Cash Flows

## Flinders Council - Budget 2022/2023

Account	Forecast 2022	Budget 2023	2021
<b>Operating Activities</b>			
Receipt from Rates	2,216,728	2,354,118	2,082,489
Receipts from customers	1,028,521	913,281	1,483,859
Operating grants	2,846,725	2,307,555	2,740,148
Interest received	39,075	35,000	25,483
Dividends received	43,200	43,200	18,000
Cash receipts from other operating activities	132,062	40,200	113,102
Payments to Suppliers	(2,063,610)	(2,434,494)	(1,956,767)
Payments for Employee Costs	(2,257,955)	(2,913,689)	(2,121,700)
Finance costs	(51,055)	(16,938)	(106,077)
Cash payments from other operating activities	(140,202)	(161,000)	(125,507)
GST	95,134	500,000	149,664
<b>Net Cash Flows from Operating Activities</b>	<b>1,888,623</b>	<b>667,233</b>	<b>2,302,694</b>
<b>Investing Activities</b>			
Payment for property, plant and equipment	(3,256,322)	(7,013,000)	(747,465)
Receipt from Capital Grants	4,187,236	5,359,362	3,915,026
Transfers to financial assets	644	-	906
<b>Net Cash Flows from Investing Activities</b>	<b>931,558</b>	<b>(1,653,638)</b>	<b>3,168,467</b>
<b>Financing Activities</b>			
Proceeds from / (repayment) of loans	(1,085,433)	(45,143)	(1,841,150)
Proceeds from trust funds & deposits	(40,000)	-	49,410
<b>Net Cash Flows from Financing Activities</b>	<b>(1,125,433)</b>	<b>(45,143)</b>	<b>(1,791,739)</b>
<b>Net Cash Flows</b>	<b>1,694,748</b>	<b>(1,031,548)</b>	<b>3,679,422</b>
<b>Cash and Cash Equivalents</b>			
Cash and cash equivalents at beginning of period	7,343,897	9,038,646	3,664,475
Net change in cash for period	1,694,748	(1,031,548)	3,679,422
Cash and cash equivalents at end of period	9,038,646	8,007,098	7,343,897

# Capital Works

## Flinders Council - Budget 2022/2023

Description	Capital Type		COMMENT	Funded or Own Source
<b>Roads</b>		<b>730,000</b>		
Roads - Resheeting	Replacement	406,000	2.2 km Resheet Killicrankie ;Melrose Rd 3.8Km; Coast Rd 3.3Km; Wallinippi 1.4km; Trousers Point Road 1.0 km; remaining 5km identified during the year: Totalling 16.7 km	Own Source (required to meet R2R)
Roads - Reseals	Replacement	314,000	Gunter St 0.43km; Holloway St 0.24km; Barr St 0.61km; Henwood St 0.44km; West St 0.29km; palana and lackrana 1.7km plus Grant roads Moonbird and Vinegar hill totals 0.55km totalling 4.3km	Own Source (required to meet R2R) \$408k and LRCI Phase 3 funded \$50k
Roads - Footpaths	Replacement	10,000		Own Source (required to meet R2R)
<b>Plant - Municipal</b>		<b>371,000</b>		
Plant Mun - Vehicle Replacements - Med Sized Single Cab Tipper	New Capital	80,000	Conditional with negotiating a successful contract with State Growth	Private Works Funded
Plant Mun - Vehicle Replacements - Vehicles	New Capital	110,000	Navara in Bud2122 and Hilux in Bud2223; These will be additional vehicles as NOT replacing fleet, as we will keep the Brown Ute and White Navara, to facilitate a Waste vehicle and a Supervisor/Inspection vehicle; Both vehicles now scheduled for arrival after 30 June 2022	Own Source
Plant Mun - Small Equipment Replacements	New and Replacement	41,000	Known is \$8k for Vacuum trailer and Mobile Traffic Lights \$8.5k and balance \$24.5k other small equipment	Own Source
Plant Mun -Steel drum roller		140,000	Steel Drum roller required to achieve proper compaction of gravel roads for resheeting	Own Source
<b>Buildings &amp; Facilities</b>		<b>5,117,000</b>		
B & F - Rental Housing Upgrades	Replacement	100,000	Vast amount of repairs is required to both rental houses. Due to lack of obtaining contractors, Bud 2223 will have some of the work, and detailed investigation/costing of what is required. Robert St House window replacements alone is \$25k	Own Source
B & F - Safe Harbour	New Capital	3,384,000		Grant Funded
B & F - Airconditioning Units	Replacement	12,000		
B & F - Council Office Septic	Capital Upgrade	30,000		
B & F - Airport Septic		50,000		
Black Summer Bushfire recovery grant	New Capital	690,000		Grant Funded
Recreational Fishing and Camping Facilities	New Capital	85,000		Grant Funded
B & F - Veterinary Facility	New Capital	766,000		Grant Funded
<b>Waste</b>		<b>255,000</b>		
Waste - Concrete Bays and Shed	New Capital	55,000	Carry over from prior year	Own Source - Part of Grant LRCI1 requirement
Waste - New Self-Tipping Bins	New Capital	25,000	Currently short of Bins - will require a few added to the fleet	Own Source
Waste - 4 Shaft Shredder	New Capital	175,000	Aim is to concentrate on the largest and easiest to deal with streams (Cardboard and Paper)	Own Source
<b>IT Computers, Telephones and Furniture &amp; Fittings</b>		<b>40,000</b>		
IT Hardware and Software	Replacement	40,000	Estimated - Quantification not determined	Own Source
<b>Total Capital</b>		<b>6,513,000</b>		

# Annual Plan Focus Areas

When setting our strategic priorities and decision making, Council is guided by the following principles:

1. **Community Engagement** – encourage and value community contribution.
2. **Island Heritage and Character** – retain and enhance our heritage, cultural traditions and community spirit.
3. **Environment, Waste and Sustainable Land Use Practices** – value our unique natural environment and encourage sustainable industries, lifestyle and practices.
4. **Service Quality** – provide service excellence, efficiently and effectively, and within our means.
5. **Transparency** – make professional and transparent decisions, communicated and implemented in the interest of the Community.
6. **Governance and Financial Responsibility** – ensure compliance with government regulations and Council's guiding plans: Strategic Plan, Long-Term Financial Management Plan and Long-Term Asset Management Plan.
7. **Sustainability** – strive for sustainability in the social / community, economic / business, and built / natural environments.
8. **Continuous improvement** – Ensure ongoing, documented, continuous improvement processes.

To realise our vision, we have identified the following four focus areas as the foundations upon which our community is built and thrives:

- **Liveability** - To protect and build upon our islands' way of life.
- **Accessibility / Infrastructure** - Quality infrastructure and services for community benefit.
- **Economy / Business** - An environment where a variety of businesses can thrive and integrate.
- **Good Governance** - Effective, efficient and transparent management and operations



# FLINDERS COUNCIL ANNUAL PLAN ACTIONS FOR BUDGET 2022/2023

Action Description		Focus Areas	Strategic Outputs	Key Performance Indicator
AP-1	Work with the State and Federal Governments to facilitate the Flinders Island Safe Harbour Project.	1. Liveability 1.1 A viable population that enables the necessary services and activities required for the Community to prosper.	1.1.2 Promote the islands' authentic lifestyle, business and entrepreneurial opportunities to attract 'working age' population and families.	RFI grant approved. Development Application submitted and approved. Early Contractor Involvement Stage 2 facilitated. Construction activity commenced.
		2. Accessibility/Infrastructure 2.2 Safe and reliable air and sea access to the islands.	2.2.2 Engage with key stakeholders to support and improve commercial and community sea access.	
AP-2	Seek grant funding to support community, health and wellbeing programs, projects and economic development of the islands.	1. Liveability 1.1 A viable population that enables the necessary services and activities required for the Community to prosper. 1.2 A harmonious and healthy community actively engaged in recreation, volunteering, arts and culture.	1.1.2 Promote the islands' authentic lifestyle, business and entrepreneurial opportunities to attract 'working age' population and families.	Grant funding is scoped and applied for.
			1.2.1 Provide recreational facilities and assist community groups to encourage an active and healthy lifestyle.	
			1.2.2 Maintain and develop partnerships with arts and cultural organisations and support activities, projects and events that provide opportunities for community involvement and creative expression.	
AP-3	Identify Council land/assets for potential sale and improved land utilisation.	1. Liveability 1.1 A viable population that enables the necessary services and activities required for the Community to prosper.	1.1.1 Encourage and support an increased supply of affordable accommodation for long-term residential rental and purchase.	Land/asset sale options investigated and prioritised.
AP-4	Support the 'Islander Way' project.	1. Liveability 1.1 A viable population that enables the necessary services and activities required for the Community to prosper. 1.2 A harmonious and healthy community actively engaged in recreation, volunteering, arts and culture.	1.1.2 Promote the islands' authentic lifestyle, business and entrepreneurial opportunities to attract 'working age' population and families.	Project completed.
			1.1.3 Collaborate with stakeholders to enable a variety of training and employment opportunities, including local skills and knowledge sharing.	
			1.4.1 Promote and support sustainable activities to conserve the islands' natural and agricultural environments.	

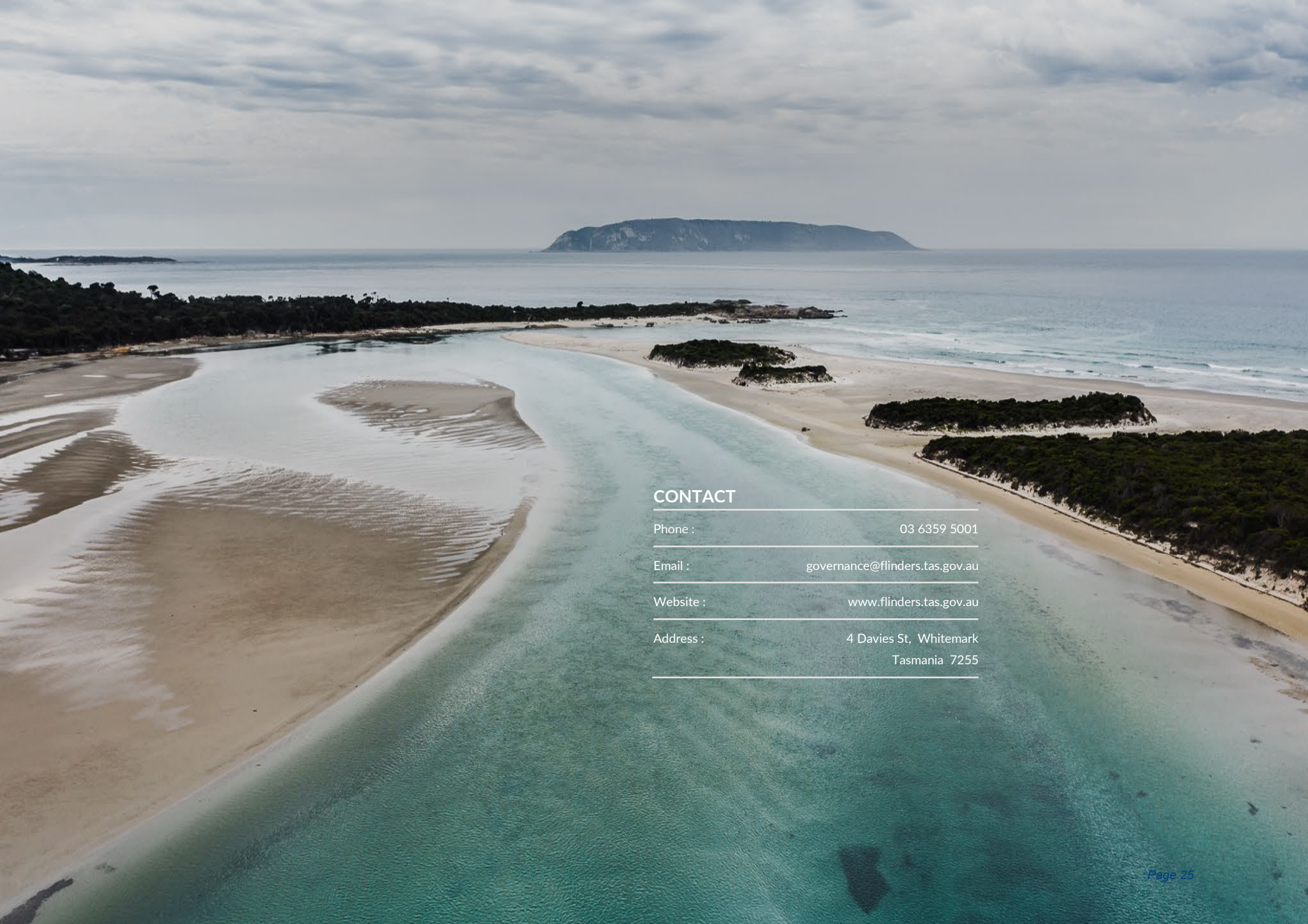
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Action Description		Focus Areas	Strategic Outputs	Key Performance Indicator
AP-5	Advocate to secure funding for Council's Priority Projects and execute projects once funded.	3. Economy/Business 3.1 Ongoing opportunities across all business sectors.	3.1.2 Advocate federal and state governments for improved availability of critical services and industries on the Island and equalisation schemes, to benefit the Community and economy.	Number of advocacy opportunities realised. Grant deeds for funded projects signed and executed.
		4. Good Governance 4.1 An organisation that provides good governance, effective leadership and high-quality services, within our means.	4.1.1 Ensure Council meets its statutory obligations to manage risk, achieve financial sustainability and model good governance.	
AP-6	Deliver the Furneaux Islands Festival program in conjunction with the community and provide support for key community events.	1. Liveability 1.2 A harmonious and healthy community actively engaged in recreation, volunteering, arts and culture.	1.2.2 Maintain and develop partnerships with Arts and Cultural organisations and support activities, projects and events that provide opportunities for community involvement and creative expression.	Furneaux Islands Festival Program delivered and community events supported.
AP-7	Develop a communication framework that collaborates and engages with the communities of the Furneaux Group of islands.	4. Good Governance 4.1 An organisation that provides good governance, effective leadership and high-quality services, within our means.	4.1.2 Improve communication channels between Council and Community to foster greater community participation and outcomes.	Plans for communication tools developed.
AP-8	Deliver an event to celebrate the re-opening of the 50 years old community Time Capsule .	1. Liveability 1.2 A harmonious and healthy community actively engaged in recreation, volunteering, arts and culture.	1.2.2 Maintain and develop partnerships with Arts and Cultural organisations and support activities, projects and events that provide opportunities for community involvement and creative expression.	Re-opening of Time Capsule event delivered.
AP-9	Develop a comprehensive post-election induction program for Councillors and facilitate training.	4. Good Governance 4.1 An organisation that provides good governance, effective leadership and high-quality services, within our means.	4.1.1 Ensure Council meets its statutory obligations to manage risk, achieve financial sustainability and model good governance.	Induction program developed. Training delivered.
AP-10	Implement effective organisational performance management process.	4. Good Governance 4.1 An organisation that provides good governance, effective leadership and high-quality services, within our means.	4.1.1 Ensure Council meets its statutory obligations to manage risk, achieve financial sustainability and model good governance.	Performance management process conducted.
			4.1.5 Develop a framework for staff performance management, training and safety.	

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Action Description	Focus Areas	Strategic Outputs	Key Performance Indicator
AP-11 Support the Flinders Boating Special Committee to improve the Whitemark Boat Ramp.	2. Accessibility/Infrastructure 2.2 Safe and reliable air and sea access to the islands.	2.2.2 Engage with key stakeholders to support and improve commercial and community sea access.	Proposal developed. Funding secured. Works commenced. Works completed.
AP-12 Investigate and seek funding options for compliant waste management system on Flinders Island.	2. Accessibility/Infrastructure 2.4 Compliant, integrated waste management program that is cost-effective.	2.4.1 Review and implement Council's Waste Management Strategy in line with relevant legislation, codes of practice and policy.	Funding secured. Projects identified and designed. Successfully funded projects implemented.
AP-13 Progress and complete existing grant program.	All Focus Areas.	All areas of the Strategic Plan.	Grants successfully progressed or acquitted.
AP-14 Develop and document an organisational continuous improvement program.	All Focus Areas.	All areas of the Strategic Plan.	Program developed and implemented.





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