

17.1.1 August 2023



FLINDERS
COUNCIL

2021-2031
Strategic Plan
Revised August 2023

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Flinders Council acknowledges the Traditional Owners of the land on which we reside today, the palawa people of the trawulwai Nation, and recognise their continuing connection to the land, waters and culture of the Islands.

Mayor's Welcome

Welcome to the Flinders Council Strategic Plan, a roadmap that outlines our vision, goals, and strategies to guide our organisation's future direction.

We recognise the importance of proactive planning to meet the evolving needs of our residents, businesses, and stakeholders. This strategic plan serves as a framework to align our efforts, allocate resources, and prioritise initiatives that will contribute to our municipality's sustainable development and prosperity.

Our strategic plan results from collaboration and engagement with community members, council staff, elected representatives, and industry partners. We have listened to your aspirations, concerns, and ideas to shape our strategic priorities and actions.

Some additions to this plan include a visitor economy that embraces regenerative tourism principles, targets around food security, an issue that is of concern to many residents, and the implementation of a fishing zone around the Furneaux Group of islands to restrict commercial fishing in our waters to those who live here and contribute to our community.

The Flinders Council Strategic Plan is built upon a clear vision for the future we aspire to create together. It outlines a set of strategic goals encompassing key focus areas and areas of opportunity within our community and will guide our decision-making into the future.

We invite all members of the Flinders Council community to participate in the realisation of this strategic plan. Your engagement and input are essential to its success. Together, we can work towards creating a vibrant, sustainable, and inclusive municipality that thrives now and for future generations.

Thank you for joining us on this exciting journey as we implement the Flinders Council Strategic Plan. Let us unite our efforts, harness our collective strengths, and positively impact the lives of all who call the Furneaux Group of Islands home.



Rachel Summers
Mayor

July 2023



Planning Overview

Under the *Local Government Act 1993*, a council must prepare and adopt a 10-year strategic plan for the management of its municipal area.

This Strategic Plan will guide Flinders Council's work over the next ten years in delivering the vision for the Flinders Municipality.

Every year, Council considers what needs to be done to deliver its Strategic Plan and sets out its priorities in an Annual Plan with accompanying budget.

Quarterly operational reports and the Annual Report allow Council to monitor its progress against the Strategic Plan and pursue continuous improvement.

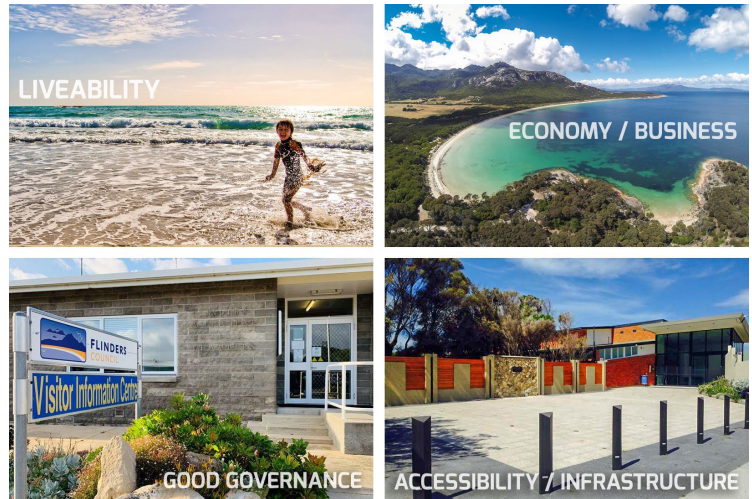
Council will regularly assess and review its progress on the Strategic Plan and check back with the Community for input so that we can consider new and exciting opportunities that are arising, and ensure we are on track and meeting community expectations.

Our Vision

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

Our Mission

Working collaboratively with the communities of the Furneaux Group of islands to preserve the 'island way' whilst embracing future opportunities.



Our Guiding Principles

When setting our strategic priorities and decision making, Council will be 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** – *strive to* 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* – comply 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.

Interpreting our Plan

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

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

For each of the focus areas, specific goals we want to achieve within the life of the plan have been identified. Clearly articulated strategies that will give us the greatest results for our efforts express how we will achieve these goals. Other areas of focus, action and detail, will evolve within the Annual Plans of the Council. In order to measure our overall success, key outcomes for each of the focus areas have also been included.

LIVEABILITY



To protect and build upon our islands' way of life.

Liveability refers to the collective components that contribute to the overall well-being of our community. It encompasses our sense of identity, belonging, environment, culture, opportunities, challenges, resilience, and diversity.

We aim to find solutions that preserve the unique qualities that make the Furneaux Group of islands special while also nurturing and sustaining a thriving and "viable" population.

It is important to note that a viable population cannot be reduced to a mere numerical value. Rather, it represents the minimum requirement necessary to maintain the services and amenities that our community relies on, ensuring the desired quality of life for all residents.

WHAT WE WANT TO ACHIEVE TOGETHER:

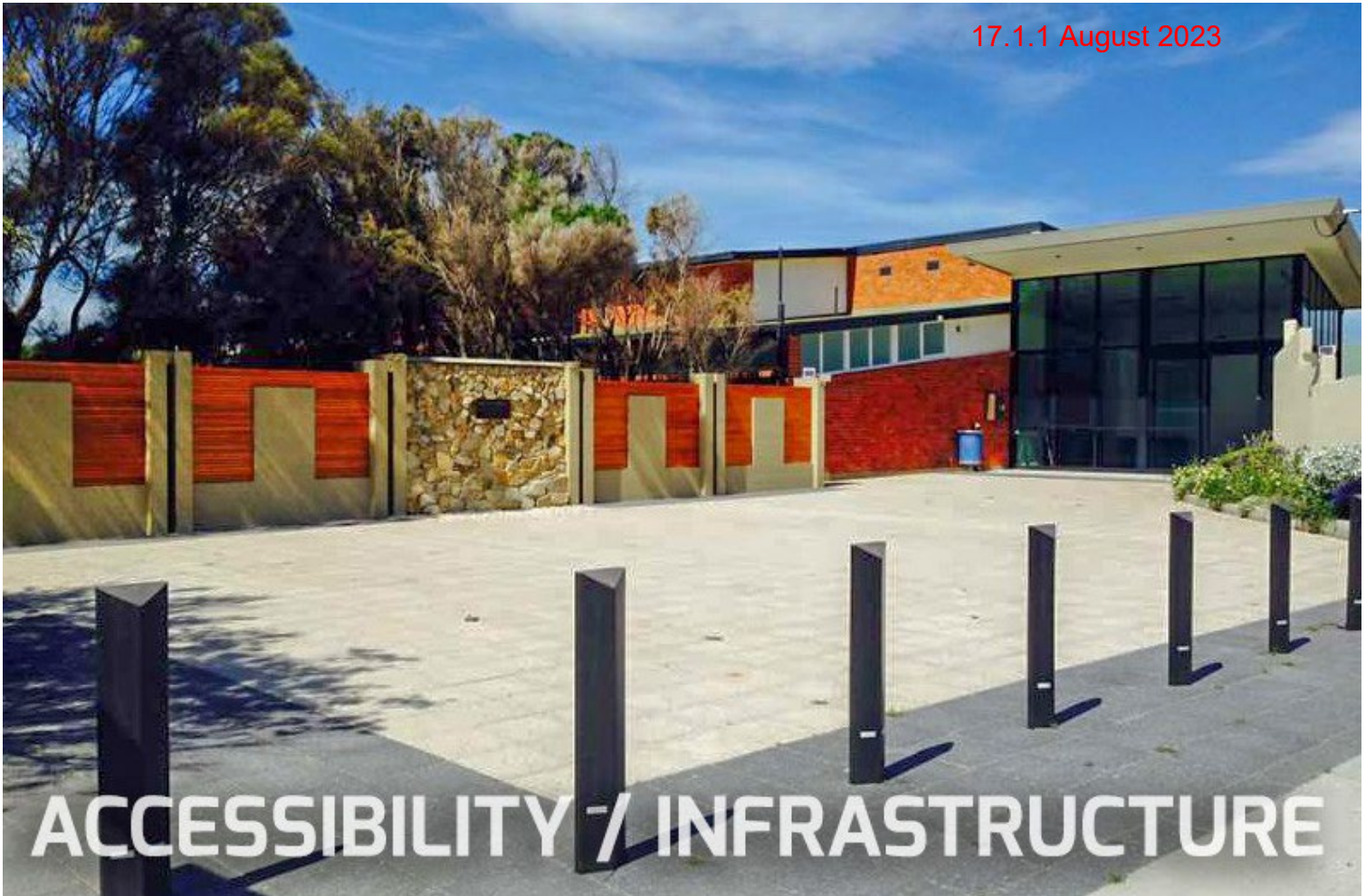
- 1.1 *A viable population that enables the necessary services and activities required for the Community to prosper.*
- 1.2 *A harmonious and healthy community actively engaged in **employment**, recreation, volunteering, arts and culture.*
- 1.3 *Development and land use planning guidelines that promote balance between our built and natural environments.*
- 1.4 *Our natural environment protected and enhanced through land management activities.*

HOW WE PLAN TO DO IT:

- 1.1.1 Encourage and support an increased supply of affordable accommodation for long-term residential rental and purchase.
- 1.1.2 Promote the islands' authentic lifestyle, business and entrepreneurial opportunities to attract 'working age' population and families.
- 1.1.3 Collaborate with stakeholders to enable a variety of training and employment opportunities, including local skills and knowledge sharing.
- 1.1.4 Provision of services to attract families as residents e.g childcare services.
- 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.
- 1.3.1 Promote and support sustainable activities to conserve the islands' natural and agricultural environments.
- 1.3.2 Maintain a current Flinders Structure Plan for the Municipality.
- 1.4.1 Develop and implement strategies to reduce the risks of flood inundation.

How we will know we succeeded:

- Sustainable levels of both long-term and short-stay accommodation.
- Simplified council processes that make building houses easier.
- Our population has grown to a level that sustains necessary trades, businesses and community activities and interests.
- Training and skills development programs meeting local industry needs.
- Reliable childcare and early childhood education facility and services.
- Our residents are more physically active and recreational facilities are well patronised.
- Harmonious partnerships with local arts and cultural organisations delivering quality community events and activities.
- A Natural Resource Management presence encouraging sustainable land use practices.
- A Flinders Structure Plan for the Municipality adopted.
- Flood mitigation projects and activities undertaken.



ACCESSIBILITY / INFRASTRUCTURE

Quality infrastructure and services for community benefit.

Our islands' isolation presents ongoing challenges in many areas including transportation, infrastructure, and asset and waste management.

Safe and reliable air, sea and road access, to and within our islands, is essential for our lifestyle, our economy and our growth. Extracting maximum benefit from Council assets through appropriate infrastructure maintenance, efficiency and upgrades will continue to be a focus. We will embrace our waste management challenges through innovation, partnerships and circular economy principles.

Affordable strategies that maintain and build on existing infrastructure and services will better meet current and future needs of our communities and visitors alike.

WHAT WE WANT TO ACHIEVE TOGETHER:

- 2.1 *Quality public infrastructure, roads and footpaths.*
- 2.2 *Safe and reliable air and sea access to the islands.*
- 2.3 *Council assets/land maintained and utilised effectively.*
- 2.4 *Compliant, integrated waste management program that is cost-effective.*
- 2.5 *Compliant treatment and disposal of wastewater.*

HOW WE PLAN TO DO IT:

- 2.1.1 Maintain a network of safe roads and pedestrian pathways that recognises the changing needs of the Community.
- 2.1.2 Create townships that are attractive and welcoming through improvements to community infrastructure.
- 2.2.1 Review and implement appropriate strategies of the Flinders Airport Masterplan to provide quality operations and service.
- 2.2.2 Engage with key stakeholders to support and improve commercial and community sea access.
- 2.3.1 Develop and implement a Council Land Strategy to ensure land is utilised effectively.
- 2.3.2 Finalise and implement the Asset Management Plan, maintenance schedules and disposal procedures to meet audit and governance requirements.
- 2.4.1 Review and implement Council's Waste Management Strategy in line with relevant legislation, codes of practice and policy.
- 2.5.1 Collaborate with TasWater to provide an integrated septic and sewerage system for Flinders Island.

How we will know we succeeded:

- Road network and pedestrian pathways meet Community needs, including completion of Palana Rd sealing works.
- Increased percentage of State Government owned sealed roads.
- Townships are attractive and welcoming.
- Flinders Airport operating at increased efficiency, including upgrades to both airport runways and associated infrastructure.
- Safe Harbour completed and Lady Barron Port stakeholders working collaboratively.
- Council land utilised for greatest community benefit.
- Council's assets safely maintained.
- Less waste in landfill on Flinders and Cape Barren Islands.
- Compliant blackwater disposal.



ECONOMY / BUSINESS

An environment where a variety of businesses can thrive and integrate.

We recognise the importance of ongoing opportunities in all business sectors to ensure the long-term sustainability of our islands. By future-proofing the critical needs of our community, we can create a resilient and thriving economy.

Embracing sustainable and alternative energy sources presents a significant opportunity for us to reduce our environmental impact and move towards a greener future.

Our visitor economy will adopt regenerative tourism principles, promoting responsible and mindful tourism practices that benefit both our environment and local communities.

We aim to foster a sustainable fishing industry that operates within the limits of our ecosystems, ensuring the long-term viability of this vital sector.

WHAT WE WANT TO ACHIEVE TOGETHER:

- 3.1 Ongoing opportunities across all business sectors to future-proof the critical needs of the islands.*
- 3.2 Sustainable and alternative energy opportunities embraced.*
- 3.3 A visitor economy that embraces regenerative tourism principles.*
- 3.4 Sustainable islands-based fishing industry.*

HOW WE PLAN TO DO IT:

- 3.1.1 Support and encourage innovation in business and industry through partnerships, infrastructure provision and support services.
- 3.1.2 Encourage diversity in agricultural endeavours to future-proof food security for the islands.
- 3.1.3 Advocate federal and state governments for improved availability of critical services and industries on the islands ~~and equalisation schemes,~~ to benefit the Community and economy.
- 3.2.1 Engage with relevant partners to explore renewable energy options, including opportunities to turn waste streams into energy.
- 3.3.1 Encourage and support positive impact and regenerative visitor experiences that create conditions for people and places to thrive.
- 3.4.1 Advocate federal and state governments for Furneaux Group of islands fishing zone to support food security and economic sustainability.

How we will know we succeeded:

- More and varied businesses are operating.
- A fulltime, island-based veterinary practice established.
- ~~Improved Tasmanian Freight and Bass Strait Passenger Vehicle Equalisation Schemes.~~
- Waste streams are generating energy.
- Renewable energy options identified for Cape Barren Island.
- Visitor economy delivers social, cultural, economic, and environmental value for the Community.
- Increased and varied local food production and supply.
- Fishing zone established limiting commercial fishing activities to residents of the Furneaux Group of islands.



Effective, efficient and transparent management and operations.

Good governance leads to better and more efficient decisions to give our community confidence in its Council. Through the strategies in this focus area, we will embrace new ways of working to ensure that we continue to provide quality services.

We will leverage our partnerships with all levels of government and stakeholders and work even more closely with our community towards shared goals.

The values of integrity and accountability will continue to be upheld, **ensuring we** and deliver what we promise in a financially sustainable way.

Our decision-making process will be transparent and driven by data, evidence and our guiding principles, as well as our community's views.

WHAT WE WANT TO ACHIEVE TOGETHER:

- 4.1 *An organisation that provides good governance, effective leadership and high-quality services, within our means.*
- 4.2 *Skilled, committed, and professional employees in a supportive environment.*

HOW WE PLAN TO DO IT:

- 4.1.1 **Ensure**—Council meets its statutory obligations to manage risk, achieve financial sustainability and model good governance.
- 4.1.2 Improve communication channels between Council and Community to foster greater community participation and outcomes.
- 4.1.3 Provide effective and timely incident and emergency management planning and response.
- 4.1.4 Collaborate with King Island Council, other councils, and stakeholders to improve efficiencies and advocacy.
- 4.2.1 Maintain a framework for staff performance management, training, and safety.

How we will know we succeeded:

- Council delivers on its strategic and operational targets and meets statutory obligations.
- Council has the financial capacity to meet its long-term commitments.
- Community is satisfied with levels of collaboration, engagement, and transparency.
- Effective emergency service management of, and rollout to, critical incidents.
- Mutually beneficial relationships with King Island Council, other councils, and stakeholders.
- Dedicated workforce delivering services professionally and safely.

Regular Health Checks

Throughout the life of this Strategic Plan, we will be regularly checking our progress against our success indicators in a variety of ways, including:

- Community and Stakeholder Surveys
- Timely and successful resolution of Requests for Service
- Timely and successful resolution of complaints received
- Improved Community and Council engagement
- Annual Plan performance indicators
- Councillor “Engaging our Community” sessions



Thank you

We would like to thank all members of the Community who provided their thoughts and feedback via our community survey, Councillor “Engaging our Community” sessions and written submissions.

Your input has been invaluable in the development of this Strategic Plan and in ensuring the plan aligns with the sentiment of the Community. We were particularly appreciative of the quality and volume of feedback received during the process. We greatly value the interest shown in the future plans for the Furneaux Group of islands.



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