

# Flinders Council

## Annual Plan

Year ending 30 June 2013



**FLINDERS**  
COUNCIL

## FLINDERS COUNCIL ANNUAL PLAN

*Flinders Council's Annual Plan for the 2012/2013 financial year has been prepared and adopted by Council in accordance with Section 71 of the Local Government Act 1993 in that it:*

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

*In 2012/13 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 2012/13 Financial Year***

<i>Estimated Revenue of the Council</i>	<i>\$3,662,330</i>
<i>Estimated Expenditure of the Council</i>	<i>\$5,186,014</i>
<i>Estimated Borrowings by the Council</i>	<i>None</i>
<i>Estimated Capital Works of the Council</i>	<i>\$1,334,290</i>

## **Our Vision for the Furneaux Community**

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

## **Flinders Council Mission**

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

## ***FLINDERS COUNCIL***

### **MAYOR**

Cr Carol Cox

### **DEPUTY MAYOR**

Cr David Williams

### **COUNCILLORS**

Cr Marc Cobham

Cr Mary-Anne Roberts

Cr Peter Rhodes

Cr Gerald Willis

Cr Ronald Wise

## ***CORPORATE MANAGEMENT TEAM***

### **General Manager**

Raoul Harper

### **Corporate Services Manager**

Kim Hossack

### **Works & Services Manager**

Les Pitchford

### **Aerodrome Operations Manager**

Jeffrey Grace

### **Development Services Coordinator (Environmental Health Officer)**

Jacci Viney

### **Municipal Planner**

Consultant

### **Municipal Engineer**

Consultant

# **OPERATIONAL PLANNING**

## **Introduction**

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

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

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

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

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

## **Purpose of the Plan**

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

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

## ***Our Strategic Focus Areas***

### ***Environment and Natural Asset Management***

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

### ***Infrastructure***

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

### ***Land Use, Development and Building***

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

### ***Community Safety, Engagement and Enterprise***

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

### ***Corporate Governance and Intergovernmental Relations***

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

### ***Furneaux Future***

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

# STRATEGIC FOCUS AND OPERATIONAL PLAN

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

## 1. Environment and Natural Asset Management

### Strategic Outcomes

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

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

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

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

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

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

The key challenges identified include:



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

### **Strategic Conclusion**

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

### **Strategies**

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

### **Strategic Performance Measures**

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

*Protection of visual amenity*

*Sustainability and productivity of agricultural land and waterways*

*Sustainability of waste disposal*

### 1.1.1 Recurrent Activities

#### STRATEGY - Promote environmentally sustainable practice

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<b>Community education and communication</b>  NRM Facilitator	NRM Facilitator	Program to needs/opportunities	\$16,000	Ongoing, Events	Numbers of participants involved;
					Take-up & resultant changes aligned to Strategic Plan goals
					Island News Articles or other web based communication
					Grants accessed
<b>Farm and business based planning, project implementation &amp; evaluation</b>  NRM Facilitator, property owners and employees	NRM Facilitator	NRM contract.	\$64,700	Ongoing, workshop and project based activities;	Numbers involved in Property Management Planning (PMP);
		Continuing support for existing PMP clusters. Minimum of 6 PMP investment proposals (some non farm based) submitted to NRM North.		Completed June 2012	On Ground Projects for Non PMP Farming Enterprises are carried out
					Number of sustainable workshops
					Grants accessed
<b>Community engagement in environmental projects</b>	NRM Facilitator	4 community groups (including indigenous) engaged in NRM on ground projects.		Ongoing, project and activity based;	Numbers Involved, environmental improvements achieved

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
NRM Facilitator, residents		Furneaux Land Care, Friends of Bass Strait, School Kitchen Garden, Farm Productivity Group	\$20,000		Numbers, location and focus of projects;
		Other			Grants accessed
<b>Environmental sustainability of Council programs and operations</b>	Parks and Reserves Officer NRM Facilitator	Weed management on Council land to be reviewed by staff, NRM Officer, NRM Northern Weeds Officer and NRM Committee. Best practice approach developed for Council weed management by the committee and recommendations put to management. A finalised policy and works schedule to be taken to Council for consideration.	\$13,600	Weed management on Council land to be reviewed and recommendations developed by January 2013.	Review completed, NRM Committee assessed and delivered to management. Project designed and presented to Council for consideration;
NRM facilitator, Parks and Reserves Officer, Council Managers and employees	NRM Facilitator Parks and Reserves Officer	Weed management within council land improved and work towards best practice approach within confines of budget allocations available.	\$13,600		Compliance with best practice;
		Island Weed Management Plan researched, developed and delivered.	\$15,000	Ongoing, project and activity based	Reduction in environmental impact;
	NRM Officer and CSM	Planet Footprint Quarterly Energy Reporting	\$2,000	Ongoing quarterly reporting of energy consumption across all Council facilities tracked against previous usage figures and national benchmarks	Cost savings, improved environmental performance.

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES	
Transition to sustainable Solid Waste Management Systems	General Manager	Engage Waste Management Consultant; Policy development, EMP Review (including Annual Review, weed management, fire management & site management assessment) Ground water testing quarterly to be done by EHO ( no longer consultancy delivered) Engagement with Northern Waste Management Group.	\$10,000	Ongoing, project and activity based;	Sustainable, compliant waste management solutions designed and implemented that are fit for purpose and avoid any dramatic increases in costs of operation or to ratepayers/users;	
	Council, GM, Management Team & affected communities	Waste Management Committee	Technical, operational design and compliance monitoring.	\$10,000	Ongoing, project and activity based;	Investment & operational efficiency; testing, full compliance with standards and license conditions
	Waste Management Committee	Cape Barren Island solid waste system - Design and Planning, ALCT lease, CBIAA Service Agreement, EPA licences	\$30,000	Ongoing project and activity based	Design and planning complete; Design and Planning, ALCT lease, CBIAA service agreement, EPA licences	
	Works Manager	Signage at Killiecrankie				
Works Manager	Investigate car bodies and metal crushing plant to visit the island and remove waste					
	Works Manager	Continue works at Whitemark Tip, glass separation, can separation, organics management and hard waste minimisation.	\$20,000			
	Works Manager	Council Paper waste and organics to support compost project	\$1,000			
	Waste Management Committee	Investigate quarterly chipping of green waste at the Whitemark tip	\$2,000			
	Works Manager	Optimal Whitemark Tip operating hours and increased efficiency of staff, information gathering.	\$1,000			

## 1.1.2 Strategic initiatives

### STRATEGY – Design Land use and development policies that balance environmental, economic and social outcomes

<p><b>Clarify principles, policies and specific criteria that can be integrated in levels of planning mechanisms.</b></p>	<p>Planner</p>	<p>Draft Interim Flinders Planning Scheme continues to be developed and refined in conjunction with Northern Regional Planning process and Tasmanian Planning Commission</p>	<p>\$10,000</p>	<p>Ongoing, project and activity based</p>	<p>Planning scheme operational 2013</p>
<p>Council, Management team and Consultant</p>	<p>Planner</p>	<p>Consider and define areas for detailed strategic planning, develop future character descriptions and statements and set in place the required planning mechanisms to support. Specific Area Plans: Lady Barron, Palana/NE River, Boat Harbour, Trousers Point, Whitemark</p>	<p>Operational</p>		<p>Local communities engaged in the development of local area planning Specific Area Plans Completed. Planning scheme amended to include SAP.</p>
	<p>Development Services Coordinator and Planner</p>	<p>Community Education</p>	<p>Operational</p>	<p>Precinct plans when developed</p>	
	<p>Development Services Coordinator and Planner</p>	<p>Refine process for on site assessment of D.A.'s</p>	<p>Operational</p>	<p>Ongoing as part of planning reforms and regionally based partnerships.</p>	<p>Applications reflect requirements, enabling efficient approval or modification</p>
	<p>Development Services Coordinator and Planner</p>	<p>Linkages with Planning Departments of other Councils and the Regional Technical Reference Group/ Northern Regional Planning process</p>	<p>Operational</p>		
<p><b>Apply the strategic objectives and criteria to specific opportunities and proposals and integrate into the marketing strategies</b></p>	<p>Economic Development Officer and NRM Facilitator</p>	<p>Council Carbon Neutral Project - Installation and commissioning of Airport Solar Tracking Array. Power Purchase Agreement with Hydro Tasmania finalised. Planet Footprint quarterly reporting continued to monitor efforts and track anomalies in energy use.</p>	<p>\$5,000</p>		<p>Contract with Hydro Tasmania finalised with a consolidated bill/PV offset agreed PV systems at airport are installed and functional Quarterly energy reporting to Council</p>

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<b>NRM Officer, EDO, General Manager, Corporate Services Manager</b>	Economic Development Officer and NRM Facilitator	Sharp Airlines/Council/Farmer Carbon Offset Program Greenhouse Gas abatement project is assessed for opportunities	Operational	Consideration when new NRM Officer/EDO deliver project business case for consideration.	Appropriate funding or investment is attracted for carbon offset plantings and program Greenhouse Gas abatement project
	Economic Development Officer	Renewable Energy Plan Renewable Energy site identification and assessment/community consultation.			Renewable Energy Plan is used to lobby for Federal funding of project. Renewable Energy site identified and assessment/community consultation undertaken.
<b>STRATEGY – Enhance access to and use of environmental assets to ensure values are recognised</b>					
ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<b>Protect and as required formalise public access to coastal and inland areas</b>	Planner	Finalise Marshall Bay access negotiations. Build and construct access road to Marshall Bay. Undertake planning and develop cost estimate of establishment of Council road to Egg Beach.	\$50,000	ongoing	Flinders Municipalities environmental assets are provided with appropriate protection, management and access for the communities use where appropriate. Agreements are sought where possible with landowners for transfer of important access tracks to Council ownership and management. Access to valued coastal areas is formalised.
	Council, GM, Planning Consultant	General Manager	Team based and partnership with other Government agencies approach to access and maintenance tracks in coastal areas	\$10,000	
Provide residential, tourism and recreational opportunity adjacent to environmental assets where the necessary balance can be achieved	General Manager	Undertake required works to complete the Port Davies Boat Ramp ( subject to MAST funding)	\$20,000	completed in 2013	Boat Ramp completed and operational
Council, GM, EDO, Planning Consultant	Planner	Team based approach to access in coastal areas requires the development of an agreed list of priority access projects to guide future investment.	\$6,000	Ongoing as part of planning reforms	Priority list of coastal access points developed and agreed by Council

## 2. Infrastructure

### Strategic Outcomes

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

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

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

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

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

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

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

TasPorts is the owner of both the Whitemark and Lady Barron facilities, both of which have been identified as unfit for purpose, while on Cape Barren Island, MAST has DOMAIN for major marine infrastructure along with funding some privately owned infrastructure on settled islands. Funds have been allocated to the redevelopment of the Lady Barron port area but are less than required to ameliorate the inadequacies of the precinct. To ensure that the port is developed in the context of the future of Lady Barron and the Furneaux community overall in addition to considering specific issues such as growth in the port area, safety and contemporary infrastructure this redevelopment will be reflective of the proposed Furneaux Group "Structure" and port precinct plans to guide land-use and provide development parameters into the foreseeable future. The Whitemark wharf facility is in an obvious state of disrepair and appears to present a significant safety risk; additionally, its exposure to the west and tidal nature reduces the likelihood of its use as a contemporary freight port. The current state of the facility reduces the amenity of the coastline on the "back door of Whitemark". A single high quality facility for larger freight and commercial vessels appears (based

on the infrastructure and functionality of Lady Barron Port) to provide the option to achieve the best return on investment. Introduction of a new shipping operator has increased certainty of service; their planned construction of a new, faster vessel would provide significant access advantage and open up additional segments of the visitor market.

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

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

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

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

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

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

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

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

Infrastructure is important to the productivity, liveability and environmental sustainability of the Furneaux Group. Its current location, condition and fit for purpose status is reflective of how the municipality has developed and the decisions of external providers and agencies; to ensure that investment and maintenance costs are optimised it is important that Infrastructure is a key consideration in how and where development occurs. In considering the development of a cost-effective asset management system for the Flinders municipal area,



the initial question in relation to the asset relates to consideration of the assets current and future role and then defining the appropriate standard with respect to its level of use and contribution to strategic outcomes and the cost-benefit of continued public provision to that standard. In an operating environment that is financially constrained, it is important that key assets are defined, standards agreed and expenditure is optimised.

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

### ***Strategic conclusion***

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

### ***Strategies***

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

### ***Strategic Performance Measures***

*Fit to purpose and reflects needs and associated standards*

*Asset condition Index*

*Asset utilisation and cost*

*Complaints and incident causality*

*Unit rates*

## 2.1.1 Recurrent Activities

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

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Adopt asset management and operational model  GM, WM,CSM	Corporate Services Manager	Complete asset revaluation of road and bridge infrastructure	\$10,000	Jul-12	Re-valuation of assets completed by July 2012
	Corporate Services Manager	Develop asset management system/plan	\$10,000	Aug-12	Asset management policy, model and system adopted August 2012
	Corporate Services Manager	Complete bridge asset condition report	\$8,000		Asset condition report completed
Review infrastructure management and operational procedures as basis of introduction of continuous improvement system	General Manager	Seek a partnership with a northern Council to provide a works manager/engineer to assist in integration of asset management plan with on ground works schedules and procedures. Develop standard operating procedures for major infrastructure projects.	Operational	2012/13	Standard Operating procedures developed and utilised for major infrastructure projects. Greater integration of maintenance functions and works between airport and Works Department.
	Works Manager	Develop works program, levels of service specifications and associated procedures in line with long term asset management plan			
GM, WM, Staff	General Manager	Structured management meetings, communication	Operational	Ongoing - weekly	Regular weekly meetings are held between management.

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
	Corporate Services Manager	Skills profile and succession planning, certification training & traineeships. Work with new Works Manager to assess a structure skills development program for staff to improve skill base and works standards. Bitumen sealing training as a key priority.	Operational		Skills development program finalised and specific training courses undertaken.
	Works Manager	Develop position description for a Parks and Reserves Officer. Position will develop a weed management plan for the island with a specific focus on Council land and road reserves, assist in succession period for existing gardener and seek to rationalise and improve parks and reserve management and maintenance.	Operational		Position description is developed, position is advertised and filled. Work schedule developed.
	Corporate Services Manager	Identify "critical" workforce structure and capacity to seek efficiencies. Undertake an assessment with the Works Manager to assess current and desired works department staff structure and where efficiencies can be gained			Workforce structure assessment completed and recommendations finalised for consideration at budget 2013/14
		Undertake assessment with Works Manager of how to improve bitumen sealing works via a partnership approach with skilled service providers/ access to modern equipment.	Operational		
	Works Manager and Corporate Services Manager	Review unit and hire rates to identify skills, equipment and management opportunities for improved productivity			Unit rates for maintenance and construction are competitive with industry benchmarks; level of improvement in quality and cost

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<b>Maintenance in line with asset management plan and budget allocations provided by Council.</b>	Works Manager	Roads and Bridges	Operational		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Works Manager	Buildings			Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Works Manager	Facilities			Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Works Manager	Towns			Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Airport Manager	Airport			Quality of work, meet timeline and budget, unit rate improvement, community feedback

## 2.1.2 Strategic Initiatives

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

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<b>Review options for change in ownership of road network elements – major and highly localised</b>	Council, GM, WM	Element of above project to define	\$4,000		Professional review, supportable conclusions and basis for affordable length and standard of road;
		Design transfer strategy and process (Palana Rd & Cape Barren network to DIER)	\$3,000	Palana - as opportunities arises Cape Barren Island - November 2012	Reduction in depreciation and maintenance costs.

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p><b>Review community facility portfolio with the view of developing a profile that matches contemporary and emerging needs</b></p> <p>Council, GM, CM, EDO</p>	<p>Economic Development Officer</p>	<p>Community and Recreational Facilities Audit</p>	<p>Operational</p>	<p>Community engagement, review &amp; plan 2012/13</p>	<p>Community support for plan;</p>
		<p>Assess ownership models with community groups</p>		<p>Funding and transition ongoing from 2012</p>	<p>Utilised facilities that reflect contemporary behaviours and needs ;</p>
		<p>Facilities and use attract visitation to Flinders;</p> <p>Maintenance costs reflect value delivered.</p>			

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p><b>Airport Master Plan</b></p>	<p>Airport Manager</p>	<p>1) Council fund a full technical scoping study in relation to all runway pavements at the Flinders Island Airport. This study is to include a full cost analysis in order to confirm the works required to upgrade the runway pavements to an appropriate standard.</p> <p>2) Council directs the Economic Development Officer in conjunction with Planning staff and experts (as required) to develop a comprehensive Business Plan for the airport in the 2012/13 financial year.</p> <p>3) Council direct staff to seek an estimate of costs to prepare a feasibility study and specific area plan for an industrial precinct with a view to funding such studies and plans in the 2012/13 financial year.</p> <p>4) Establish a designated parking area for rental cars to the east of the terminal building in the 2012/13 financial year.</p> <p>5) Fund the construction of a dedicated undercover patient transfer facility for the Royal Flying Doctor Service (RFDS) to the west of the terminal building in the 2012/13 financial year within the Capital Works Program.</p> <p>6) Complete the solar array project.</p>	<p>1.) \$80,000 2.)\$15,000 3.) Operational</p> <p>4.) Operational 5.) \$15,000 6.) \$20,000</p>		<p>A full technical scoping study in relation to all runway pavements at the Flinders Island Airport is completed. The study includes a full cost analysis in order to confirm the works required to upgrade the runway pavements to an appropriate standard.</p> <p>The Economic Development Officer in conjunction with Planning staff and experts (as required) deliver a comprehensive Business Plan for the airport in the 2012/13 financial year.</p> <p>Establish a designated parking area for rental cars to the east of the terminal building in the 2012/13 financial year.</p> <p>Construct a dedicated undercover patient transfer facility for the Royal Flying Doctor Service (RFDS) to the west of the terminal building in the 2012/13 financial year within the Capital Works Program.</p> <p>Operational solar arrays.</p>

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Capital Works	Works Manager	Roads Sealed	\$133,784		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Works Manager	Roads Unsealed	\$235,511		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Works Manager	Buildings	\$50,000		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Works Manager	Facilities	\$57,700		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Works Manager	Bridges	\$193,820		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Works Manager	Town	\$20,000		Quality of work, meet timeline and budget, unit rate improvement, community feedback
	Airport Manager	Airport	\$270,500		Quality of work, meet timeline and budget, unit rate improvement, community feedback; Compliance to regulatory requirement and service providers needs

**STRATEGY – Optimise infrastructure to support existing settlements and enhance sustainable development opportunities and remove impediments to growth**

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Identify residential growth, key access, tourism, light industry and processing sites and design infrastructure response to match economic and environmental objectives	General Manager	(Link to road infrastructure review, solid waste management, , precinct plan, special area plans and planning scheme)	\$7,500	Port redevelopment plan ongoing	Plan and business case completed and agreed by Tasports, Crown Land Services and Council. Safe Harbour plan continued to be developed.
				Safe Harbour Plan ongoing	

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Council, GM, EDO, WM and Consultant	Economic Development Officer		Operational	Airport Master Plan on going	Airport Master Plan completed and investment plan developed
	Planner			Planning Scheme ongoing	Planning Scheme approved;
	Economic Development Officer			Renewable Energy Plan	Renewable Energy Plan (REP) complete Compliance with regulation and Flinders Council Strategies & Land Use Planning.
	Development Services Coordinator	Black Water Facility Development			

**Strategy – Lobby utility and access providers to meet obligations for infrastructure policy and service provision to provide for relative equality**

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Develop base positions, identify key players, lobby and as necessary respond to opportunities and incidents  Council, GM, EDO	General Manager	Continue to lobby Ben Lomond Water for improved water quality provision.	Operational	ongoing	Ben Lomond Water is clear on Flinders Council position in relation to water quality and the need to improve standards.
	General Manager	Maintain regular communication with Furneaux Freight		Ongoing	
		Maintain regular communication with Sharp Airlines			
		Maintain regular communication with Hydro Tasmania			
		Maintain regular communication with the Economic Regulator			
		Secure 3year contract with DIER for maintenance of State Roads on Flinders Island.			



### ***3. Land Use, Development and Building***

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

#### ***Strategic Outcomes***

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

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

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

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

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

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

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

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

### **Strategic Conclusions**

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

### **Strategies**

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

### **Strategic Performance Measures**

*Development parameters and Council strategic directions match*

*Level and value of interest and new development investment*

*Level of representation and appeals*

*Furneaux Group development demonstrably sympathetic to the natural environment*

*Development processing efficiency*

### 3.1.1 Recurrent Activities

#### STRATEGY - Demonstrate our development principles in projects and investment

ACTION	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<b>Apply Councils design and material principles to all new and renovated council facilities to demonstrate the value of considered design</b>	Planner	Work with Councillors to define principles underpinning building and facility construction – eco-smart; aesthetics, natural blending materials etc	Operational	As required. No funding in budget for major building works on halls or housing in 2012/13 budget.	Councillor workshop held and principles defined for consolidation at a policy level.
	Planner	Develop policies and procedures to guide Council building and facilities construction			Policy developed and approved
	Planner	Include in briefs for all of Councils developments			Briefs reflective of policy.

#### STRATEGY - Provide professional application approval and inspection processes

<b>Apply and resource processes to efficiently facilitate applications, advice, approvals and inspection processes.</b>  GM, Planning & Building Services	Planner	Processing	Operational	Ongoing	Processes are efficient, supportive and transparent; Focus on customer service provides good quality guidance to the community and potential investors/developers.
	Planner	Advice			Approval times, cost of approval and operational costs are improved;
	Planner				Meet mandatory timeframes at minimum. Provide clear, informed and specialised advice to facilitate quality outcomes. Building compliance procedures and costs are improved.
	Planner				Improve the quality of planning advice provided to residential and commercial developers. Be a proactive and strategic support service to investors of all types and work towards Flinders being a "can do" place to do business and invest.

ACTION & DOMAIN		ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Planner, Development Services Officer	Planner	Work with the Region to develop GIS mapping, consistent application processes and standardised conditions combined with localised circumstance/strategic conditions.	\$4,000		Regional specific processes and conditions are agreed and operational.
	Planner	Employ and train local builders to undertake on-site building assessments and work in partnership with building service providers - Meander Valley Council	\$20,000 (Building) \$10,000 (Meander Valley Council)		Trained and employed (contract - builders will need their own insurances etc.) local contractors x 2. Forum with local builders to introduce service provider and explain new structures and services. Decreased cost of building assessments.

### 3.1.2 Strategic Initiatives

**STRATEGY – Utilise best practice planning principles in conjunction with Flinders Councils Strategic Plan to guide detailed planning policy and planning tools**

ACTION & DOMAIN		ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<b>Apply and refine as necessary the classification structure and planning principles defined in the Flinders Planning Scheme to key areas while directly engaging with the community to further the consultation commenced with the draft Interim Planning Scheme. This will ensure planning principles and outcomes reflect community needs and desires and provide timely strategic planning for future economic and community development.</b>	Planner	Consider and define areas for detailed strategic planning, develop future character descriptions and statements and set in place the required planning mechanisms to support. Specific Area Plans: Lady Barron, Palana/NE River, Boat Harbour, Trousers Point, Whitemark	\$10,000 (Planning Scheme) and Operational	Specific Area Plans: Lady Barron, Palana/NE River, Boat Harbour, Trousers Point, Whitemark	Local communities engaged in the development of local area planning Specific-Area Plans Completed. Planning scheme amended to include SAP.

ACTION & DOMAIN		ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Council, GM, Planning Consultant	Planner	Finalise Planning scheme process with TPC and Northern Region, community consultation processes of TPC, alterations, appeals and revisions. Representation on Northern Regional Group	Operational		Planning scheme finalised and operational. Efficient and considered development processes that support the economic, social and environmental goals of the community
<b>STRATEGY - Promote development of specific purpose precincts (such as light industry and a value adding processing precincts) as a means of creating opportunities, resolving land use tensions and risks, consolidating service access and optimising infrastructure investment and efficiency</b>					
ACTION & DOMAIN		ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<b>GM, Planning Consultant, EDO</b>	Planner	Undertake the development of a high level precinct plan and feasibility study for the industrial estate.	N/A	deferred	Precinct Plans: Industrial Estate completed. Business Case developed in conjunction with EDO.
	Economic Development Officer	Design an appropriate business model to support the development of the industrial precinct.	N/A	deferred	Industrial Estate business case completed and action being taken to implement;
	Economic Development Officer and Planner	Continue the development and implementation of the Rural Living Strategy	Operational	2012/13	Rural Living Zone completion.
	Economic Development Officer and Planner	Renewable Energy site identification and assessment/community consultation.	N/A	2012/13 2013/14 (This will be dependent on funding being secured)	Site Selected for the components required under the agreed renewable energy plan. Community consultation undertaken
	General Manager	Port redevelopment planning for completion of stage 1 and development of stage two actions - cargo/storage facility, safe harbour and land use and tenure rationalisation.	\$7,500 (Safe Harbour)	deferred	Overall master plan is completed to support the establishment of a safe harbour at the Lady Barron port area, improve operational port area, rationalise land use and tenure –Liaison with and co-ordination of relevant agencies and stakeholders.

STRATEGY - Develop design principles that promote sustainability and sympathy with the Flinders municipal area environment and brand					
ACTION & DOMAIN		ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<p><b>For environmentally sensitive locations, identify and promote design and material principles and preferences that reflect issues outside the BCA but match the characteristics of Flinders and are cost-effective</b></p> <p>Council, GM, Planning Consultant, EDO</p>	Planner	Desired future character statements and local area plans for each township and area to reflect design and material preferences of those communities to ensure the unique character of these areas is maintained and enhanced.	Operational	2012/13	Community engagement and acceptance; Use of local materials, designs reflect energy and material efficiency, building design becomes a recognisable and valued element of development
STRATEGY - Facilitate rehabilitation of underused sites to encourage higher value development and improve amenity					
<p><b>Identify strategic sites and facilitate owners to "tidy up" and as appropriate rehabilitate sites</b></p> <p><b>(Inc. Whitemark Port Precinct)</b></p> <p>Council, GM, EDO and owners</p>	<p>General Manager</p> <p>Economic Development Officer</p>	Council to work actively with Tasports, The Crown and the community to seek improvement in facilities – partnership approach. Council buildings and other key Crown Land owned sites and buildings in Whitemark transferred to Council ownership.	Operational		<p>Sites secured or visual amenity improved to reflect Flinders environment and brand positioning;</p> <p>Potential re-uses identified; potential preparation of strategic development plans</p>

## 4. Community Safety, Engagement and Enterprise

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

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

The benefits are demonstrated by:

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

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

### Strategic Outcomes

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

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

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

This provides a dual focus to Council's involvement:

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

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

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

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

### **Strategic Conclusions**

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

### **Strategies**

Provide professional environmental and public health services;

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

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

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

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

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

### **Strategic Performance Measures**

*Identification and management of community risk*

*Level of public and environmental health incidents;*

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

*Retention and enhancement of service levels and effectiveness;*

*Level of independence of community organisations;*

*Relationships between council and community groups*



## 4.1.1 Recurrent Activities

### STRATEGY - Provide professional environmental and public health services

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Provide a program of structured inspection, compliance management, education and immunisation.  EHO	Development Services Coordinator	Develop and undertake a structured inspection program for all EHO related facilities and activities.	Operational	Ongoing	Risks identified, mitigation plan in place, effectiveness of response to incidents, reduction in incidents
	Development Services Coordinator	Business specific EHO advice and assistance provided via routine inspection program.			Business and operations compliance levels; Notifiable diseases
	Development Services Coordinator	Education program such as the food handlers course continue in partnership with the school. Other programs developed to mitigate major EHO identified risks			Education program delivered and decrease in food related incidents.
	Development Services Coordinator	Immunisation program implemented and participants registered.	\$2,000		Immunisation program delivered.
	Development Services Coordinator	EHO to provide advice to the Health Special Committee of Council.	Operational		Attendance at Health Committee meetings
	Development Services Coordinator	Integration of programs with community health plan when developed.			EHO involvement in community health plan development.

**STRATEGY - Support effective and timely incident & emergency management planning and response**

<p><b>In conjunction with other emergency response groups, have appropriate plans and resources in place to mitigate and respond to identified risks and incidents</b></p>	<p>General Manager</p>	<p>Evaluate and as necessary modify community emergency management plans.</p>	<p>Operational</p>	<p>Ongoing</p>	<p>Community emergency management plans in place;</p>
<p>Council, GM, Police &amp; Emergency Services, TFS, Ambulance, Community</p>	<p>General Manager</p>	<p>Undertake a review of emergency management processes to ensure specific staff on Council are trained to provide leadership and coordination in the event of an emergency.</p>	<p>Operational</p>		<p>Review of internal process as they relate to emergencies is completed and recommendations provided to Council ( if required)</p>
	<p>Corporate Services Manager</p>	<p>Work with SES to install radio and extra telephone lines at the FAEC as per the successful grant application received in 2012.</p>	<p>\$13,500</p>		<p>Operational capability of the FAEC is improved via the installation of communications equipment.</p>

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

<p><b>Engage with, as necessary support and integrate into Flinders Council plans key community based service providers</b></p>	<p>Community Development Officer</p>	<p>Liaise with community based incorporated organisations and seek to assist where possible..</p>		<p>Ongoing, as needed</p>	
<p>Council, GM</p>	<p>Community Development Officer Community Development Officer Corporate Services Manager Community Development Officer  Community Development Officer</p>	<p>In kind support and facilities Grant application and administration Council facilities maintained to reflect use School pool, Bronze medallions Ozswim Community road safety partnership is developed Partnerships with School gifted services, facilities and support</p>	<p>Operational</p>	<p>Ongoing</p>	<p>Increased usage of community facilities Number and value of successful grant applications; Number and success of council supported groups and events; Cost per utilisation Partnership agreement with DIER.</p>

## 4.1.2 Strategic Initiatives

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

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Collaborate with incorporated bodies associated with key facilities and services to retain and enhance scope and level of service, including implementation of innovative responses	Community Development Officer	Facilitate development of a community health plan and if appropriate community based business/ organisational model to play a key role in the development, management and funding of health programs, services and facilities	\$5,000	Ongoing	Community health plan delivered.
	General Manager	Seek a partnership with the State Government for the development of a "community hub" centre. Explore a combined services model which would include a community health centre, Library, Online Centre, Service Tasmania Shop, Polytechnic facilities and a Child and Family Centre. These facilities are already provided to the Georgetown and Queenstown communities and the State has expressed an interest in developing such facilities at Whitemark.	Operational		
	Development Services Coordinator	Support Immunisation programs	\$2,000		
Council, GM, EDO, CDO	Community Development Officer	Encouraging further expansion of "transition" program with partners, students and other interested parties,	\$2,000		Transition Program continues to receive 'buy in' from partners and stakeholders

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
	Community Development Officer	Undertake quarterly reporting to funding body and ensure yearly reports are completed within timeframes and guidelines. Liaise with service providers and clients to ensure patient and provider satisfaction with service.	Operational	Quarterly as per funding agreement	Reports provided to grant body on time and in compliance with guidelines.
<b>Deliver and/or facilitate delivery of development programs and events for community and youth</b>	Community Development Officer	Surfing program: Youth and Community	\$2,000	Ongoing	Deliver a series of surf schools. Number of participants. No emergency incidents.
	Community Development Officer	Staff work with the Council to review and develop a revised Youth Policy.	Operational	Feb-13	Youth Policy delivered and adopted by Council
	Community Development Officer	Encouraging further expansion of "transition" program with partners, students and other interested parties. Build upon the partnership with West Tamar and Meander valley Council to bring students to the Islands for work placements as part of the program and assist our students to go to their municipalities for work placement as part of the program.	Operational	Ongoing - annual program	Increase or maintain participation;
	Community Development Officer	Continue to support the Healthy Islands Project (HIP) to provide opportunities for healthy and active pursuits for the community. Assist and facilitate the provision of healthy food and drink options at public events where Council is involved.	Operational	Ongoing partnership	Program outcomes achieved; Provision of healthy eating and drinking options at local events as well as education.

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
	Economic Development Officer	Food and entertainment events are referenced in our MOU with Tourism Tas and FITA but no initiative to date have been considered by Council nor bought forward by FITA for funding consideration.	Operational	Deferred	Grants received
					Objectives aligned and agreements in place
	Community Development Officer	Facilitate Clean-up Australia, Australia Day and assist other community group with events such as the Flinders Five	Operational	Ongoing, as needed	Events coordinated, Successful grant applications;
	Community Development Officer	Work with Hall Committee's to encourage use of these facilities for events and functions. Seek an expansion of cultural events at the FAEC by working with the Flinders Tas Regional Arts branch, Sharp Airlines and other interested parties to bring more entertainers to the islands and also encourage local performances.	Operational	Ongoing, as needed	Increase in performers and artists utilising the FAEC. Number of community members attending events.
		Council will support 10 Days on the Island event.	\$5,000	Mar-13	Event delivered
<b>STRATEGY - Support capacity building in community organisations and facilitate the development of community enterprise</b>					
<b>Identify opportunities to enhance the delivery and governance skills of community organisations and establishment of community responses to opportunities and challenges</b>  CDO, Community Groups	Community Development Officer	Identify opportunities for participation in development and governance programs. No specific budget allocation provided.	Operational	Opportunistic within existing staff time allocations and as required.	Opportunities for the community to engage in activities;
					Provide support to local groups & community organisation with grant submissions & program development;
					Use of community facilities
					Smoothly operating, effective community groups;
					Community enterprise(s) complementing external investment.

STRATEGY - Joint venture as appropriate to influence external organisations (agencies etc.) in the development of policy and delivery of services and events					
ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<b>Identify strategic opportunities and challenges to the Furneaux future, develop and prosecute a position supported by key community groups</b>  Council, GM, EDO	Economic Development Officer	Key strategic issues lobbying based on business case (energy, access, port, roads)	Operational	Ongoing	Strong business cases developed; Results to objectives for this period
					External stakeholder engagement;
	Community Development Officer	Community health plan as basis for business case and grant access	\$5,000		Health plan completed.

## ***5. Corporate Governance and Intergovernmental Relations***

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

### ***Strategic Objective***

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

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

The challenges we face include:

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

### ***Strategic Conclusions***

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

### ***Strategies***

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

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

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

Actively participate in local government, industry and regional organisations.



**Performance Measures**

Compliance

Community Satisfaction

Decisions are evidence based, transparent and defensible

Communication is relevant to needs

Process efficiency and effectiveness

Productivity improvement

Outcomes achieved

**5.1.1 Recurrent Activities**

**STRATEGY - Actively participate in local government, industry and regional organisations**

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

STRATEGY – provide best practice management and administrative support to the Council Decision Making and implementation and evaluation					
Compliance Administration & customer service	General Manager		Operational	To Schedules	Meet compliance timetables and reporting standards
	General Manager	Review provision of information to Councillors		To meeting deadlines	Councillor feed-back on the information and process to support their decision making
5.1.2 Strategic Initiatives					
STRATEGY - Support the capacity and productivity of our organisation and a culture of professionalism, compliance, innovation and service					
ACTION & DOMAIN		ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Design and implement an integrated governance; strategic and operational planning & service delivery system	General Manager	Implement Strategic and operational plan through integrated management meetings, monitoring and reporting and improved activity and outcome budgeting and costing	Operational	Integrated Strategic and operational plans & reporting 2012/13	Strategic, operational and departmental plans completed and reporting structure in place.  Timely and accurate reporting to Council and audit
		Council, GM, Managers	General Manager and Corporate Services Manager	Commence preparation of new Council reporting procedures, quarterly reporting against annual plan from departments and officers, half year budget review and revised financial reporting. Reporting against asset management plan to be provided half yearly. Half yearly energy reporting in line with Planet Footprint scorecard reports.	Operational

ACTION & DOMAIN		ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Design and implement a continued professional development & productivity Improvement Program      Council, GM	General Manager, Corporate Services Manager and Corporate Services Officer	2 way appraisal	Operational	Design and Implementation 2011/12 - ongoing	All staff performance reviews completed, training plans agreed and position descriptions up to date.
		Award modernisation is completed.			
		redesign work plan and reporting structures in line with new council reporting structure			Clear staff work plan and reporting procedures in place and understood by staff and elected members.
	Corporate Services Manager	Replace network server and review telecommunication costs to seek efficiencies	\$15,000		Functionality, security and cost reduction
	General Manager	Support, review and as necessary enhance the organisational structure and associated processes	Operational		Skills profile matches decision making and delivery performance requirements;
	General Manager, Corporate Services Manager and Works and Services Manager	Staff growth and succession plan			Skills gaps reductions;
	General Manager, Corporate Services Manager and Works and Services Manager	Training plans, performance reviews, staff satisfaction survey.			Staff retention and satisfaction
General Manager, Corporate Services Manager and Works and Services Manager	Staff training	Program value/cost. Training undertaking.			

ACTION & DOMAIN		ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Achieve a sustainable balance of income, investment and recurrent expenditure	Council, GM	Corporate Services Manager and General Manager	\$16,000	Design principles, policy and model 2013	Audit and Finance Committee of Council established and functioning; Long Term Financial Management Plan in place;
		Corporate Services Manager		Implement 2012/13	Sustainability ratios;
		Corporate Services Manager, General Manager and Works & Services		Ongoing	Return on investment;
		Identify potential revenue streams. Build capacity to expand private works. Seek to deliver services to other councils under resource sharing agreements ( if capacity exists).	Operational		Increases in revenue outside of rate base;
					Productivity improvement
Achieve the optimum balance of internal and external skills and services	GM	General Manager	Operational	Ongoing	Skills to meet compliance and critical delivery requirements are in place;
		General Manager		Ongoing	Access to knowledge and skills necessary to support and implement decisions;
		General Manager		As opportunity arises.	Effectiveness and efficiency
		General Manager		Aug-12	Position filled, contract in place
		General Manager		Aug-12	Position filled, contract in place
		General Manager		Aug-12	Position filled, contract in place
		General Manager		Jul-12	Position filled, contract in place
		General Manager		Aug-12	Position filled, contract in place
		General Manager		Aug-12	Position filled, contract in place
		General Manager		Aug-12	Position filled, contract in place

STRATEGY - Develop a strong evidence base to strategies and initiatives to support “triple bottom line business case” presentation					
<b>Design and implement a improved model for to planning, reporting and decision making within Council</b>  GM	General Manager	Standard report templates	Operational	Establishment December 2012	Councillor confidence in decision making support; External confidence in Flinders Council information and business cases; improved productivity.
	General Manager	Review monthly meetings reports and assess a quarterly strategic, operational reporting and half yearly budget reporting approach to improve productivity and reporting relevance.			
	Economic Development Officer	Review priority projects with and revise business cases as required/directed.			
	General Manager	Identify key timelines for e.g. budget, budget review, operational plan			
	General Manager	Introduce thinking in a balance of risk management and social, economic, environment and productivity perspectives as filters for decision criteria			
				Testing 2012/13	
				Develop business case approach to assessment of new initiatives/ideas and decision making.	Culture of “business case and outcomes thinking” across the organisation;
					Improved value and productivity
STRATEGY - Develop and maintain an influential network of external stakeholders who understand the needs and direction of Flinders Council and are supportive					
<b>Identify key external stakeholders and decision makers and actively introduce Flinders opportunities, issues and proposals to them in a timely and professional manner</b>  Council, GM, EDO	General Manager and Economic Development Officer	Meeting attendance, communication with regional networks, government bodies – issue identification, agenda setting and influencing decisions	Operational	Ongoing	Key agenda influencers, decision makers and investors are aware of Furneaux Group opportunities and issues;
					Council engaged with them at decision time;

**Scope Employed**

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

## 6. Furneaux Future

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

### **Strategic Outcomes**

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

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

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

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

### **Strategic Conclusion**

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

### **Strategies**

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

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

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

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

### **Performance Measures**

*Population and visitation levels;*

*Employment and income profile;*

*Investor interest and conversion to investment levels;*

*Brand recognition and conversion;*

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

## 6.1.1 Recurrent Initiatives

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

ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<b>Implement and continually evaluate the Council's strategic plan</b>	Economic Development Officer	Undertake quarterly annual plan review meetings with Council and key staff and provide departmental and staff based reports on a quarterly basis into the Council agenda and meeting process.	Operational	Ongoing	Annual plan reviewed quarterly and reported to Council.
<b>Tourism</b>	Economic Development Officer	Ensure new northern RTO is linked to Council and provides a return on investment.		Dec-12	Flinders membership and representation with RTO
	General Manager and Economic Development Officer	Establish and build a collaborative relationship with key personnel at Sharp Airlines to increase visitation, holiday packages, review passenger tax to drive returns to both Council and Sharp Airlines.		Ongoing	Increased visitation
<b>Grant opportunities</b>	Economic Development Officer	Develop and submit grant application as opportunities arise	Operational	Ongoing	Value of grants accessed
		Identify and submit funding applications that will directly target the development of the airport, port and renewable energy		Ongoing	Value of grants accessed



ACTION & DOMAIN	WHO	ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
<b>Investment Attraction</b>	General Manager and Economic Development Officer	Provide assistance as required to any investment enquiries	Operational	Ongoing	Business and investment support provided
		Liaise with potential investors/developers		Ongoing	Business and investment support provided
		Identify any suitable funding sources for potential investors		Ongoing	Funding assistance/support provided
<b>Organisational collaboration and strengthening</b>	General Manager and Economic Development Officer	Provide input into other Council areas where required such as planning, community development, corporate management	Operational	As required.	
<b>Government Relations</b>	General Manager and Economic Development Officer	Liaise and lobby Australian and State Government Departments and personnel on specific projects and programs approved by the Council	Operational	Ongoing	
<b>Reporting</b>	Economic Development Officer	provide succinct and accurate reports to Council (quarterly), Australian and State Governments as required	Operational	In line with reporting frameworks agreed.	Reporting completed on time
<b>Business development - Develop evidence based cases to facilitate support and investment</b>	Economic Development Officer	Establish feasibility of business development program,	Operational	Ongoing	Specific business development initiative established or based on evidence, deemed unfeasible
		Working with business and organisations to generate increased activity and access support, Business planning assistance through linkages to BEC		Ongoing	Conversion of interest to required results Communication of external support opportunities to businesses
		Actively seeking grant funding.		Ongoing	Application submitted for appropriate grant funding opportunities as they arise
		Establish feasibility of FC commercial entity		As required.	Feasibility study for Council Commercial Entity

## 6.1.2 Strategic Initiatives

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

ACTION & DOMAIN		ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
Brand recognition	Economic Development Officer	Work with Sharp Airlines and FITA on cross promotional activities that will drive brand recognition and conversion	Operational	Ongoing	Increased brand awareness and promotion
		Work with key Flinders Island businesses on activities that will drive brand recognition and conversion	Operational	As opportunity arises.	

### STRATEGY - develop and implement specific projects that will strategically advance the Council and Community

Review priority project list	Economic Development Officer	Review priority project list of Council, make any revisions, additions or changes and submit to Council for endorsement	Operational	Dec-12	Project list endorse by Council and installed on Council website
Renewable Energy	Economic Development Officer	Develop and submit a funding proposal to the Australian Government to undertake the first stage of the Renewable Energy Plan i.e. comprehensive design	Operational	Submitted July 2012, efforts to secure funding are ongoing.	Funding from the Australian Government secured for stage one
		Liaise with DIER on the development and implementation of Stage two of the BSIP	Operational	Ongoing	Assist and/or develop and submit applications to the fund on behalf of the Council and the community
GHG Minimisation Plan	Economic Development Officer	Implement recommendations from the plan	Operational	As opportunity and funding becomes available.	Recommendations from GHG minimisation plan implemented
Airport Business Plan	Economic Development Officer	Develop a Business Plan for the Airport in accordance with the recently completed Master Plan	\$15,000	Completed by March 2013	Business plan delivered
Recreation and Community Infrastructure project	Economic Development Officer	Continue to developed project with Councillors	Operational	As directed.	Project completed
La Trobe University Partnership	Economic Development Officer	Work with La Trobe to finalise Economic Development Plan project	Operational	Dec-12	project plan completed and endorsed by Council

ACTION & DOMAIN		ACTIVITY	BUDGET	TIMING TO PROGRAM	PERFORMANCE MEASURES
		Develop formal partnership for ongoing activities on Flinders Island	Operational	Feb-13	Partnership MOU in place
<b>Industrial Precinct Development</b>	Economic Development Officer	Develop Industrial Precinct Plan	N/A	Deferred	