



FLINDERS
COUNCIL

Flinders Council Annual Plan

Year ending 30 June 2014

GENERAL MANAGER'S SUMMARY

It is a privilege to present the 2013/14 Annual Plan and Estimates for the Flinders Council.

The Flinders Council continues to work collaboratively towards improving our economy, our quality of life, our environment, our assets, our infrastructure and our governance processes and standards. It is the fundamental drive for improvement and greater engagement with our island community that shapes our Annual Plan and Budget Estimates for 2013/14.

The 2013/14 Annual Plan and Estimates document clearly sets out what Council will deliver in terms of proposed services, programs and projects for the year. The activities identified are aligned to Council's goals and objectives, and continue to deliver on the agreed Strategic Plan. The document also brings together the priorities of a diverse range of policy, strategies and decisions adopted by Council over the past year that will be put into action in the year ahead.

As part of our path towards organisational improvement, Council has undertaken a large amount of capital investment in recent years with much of the expenditure funding the renewal and improvement of assets. This work has been guided by the development of a long-term Transport Asset Management Plan which has highlighted that Council will

need to continue to invest in the renewal of our large asset base for many years to come.

The year ahead will see Council continue to invest a large proportion of our income into capital expenditure based projects such as the new Sapphire Creek Bridge; resealing of the apron and taxi way at the Airport; a major reseal of the Palana Road; investment in the renewal of community assets such as the Emita Hall and Whitemark Foreshore; and a major investment into the improvement of waste management services and compliance on both Flinders and Cape Barren Island's.

Whilst these projects will further strengthen Council's balance sheet, the flow-on of additional operational maintenance expenditure resulting from these projects will add cost pressures to annual operational budgets in the years ahead. These challenges are enhanced by the continued escalation of depreciation expenses which has grown some \$327,000 in the past two years to now be in excess of \$1,752,451 annually. This challenge is met by a proportional capital works program, which in the year ahead is estimated to be some \$1,724,203 in value.

The Federal Government has again indicated Council will receive 50% of its Financial Assistant Grant early. Accounting standards require this income to be recognised in the year it

is received and hence, the operating position of Council reflects this decrease in funding for the year ahead. This forward payment continues to distort the actual operating position of Council. At State Government level, changes to the *Local Government Act 1993* will see Council elections deferred for twelve months until 2014, allowing continuity and stability with our elected representatives for the coming year. That said, this will require a level of work throughout the year to plan for the delivery of a new Strategic Plan post the election and a revised Councillor Induction Program to ensure a new Council can have a coordinated and comprehensive induction and strategy development approach once the election is completed.

Our commitment to ongoing organisational and governance improvement is underlined by a number of initiatives within our 2013/14 Annual Plan and Estimates that will enhance the service we provide to elected members and our community. Our commitment to the development of a comprehensive risk management framework, long term financial management plan, business planning framework, enhanced records management and the implementation of an integrated performance management and reporting system will improve the delivery of responsible, transparent, effective, compliant and efficient services to our community.

Moreover the year ahead will see a far greater focus on improving the manner in which Council engages and supports our community. With the Council no longer

specifically funding an Economic Development Officer, a focused effort to engage, support and build upon existing assets in our community at a more grass roots level has been agreed. This is primarily based on the belief that our community can positively shape our own future through connected efforts and the sharing of responsibility between individuals, organisations, businesses and all levels of government.

The challenges for the future are clear, we need to grow our population, support existing and new businesses and enhance our quality of life. To do this, ideas and projects must emerge from within our community and build upon the community assets we already have. We need to communicate better, support each other and ultimately enhance civic pride in the islands, its future and Council itself. A renewed focus on supporting community groups, volunteers and existing events on the island to grow and flourish will be provided. Investment and management of grant funds to support community health will be enhanced and expanded with the Podiatry Service and Community Nurse continuing to be supported. The soon to be completed Community Health Needs Assessment will position Council and the community well in efforts to secure further funding for health service provision. The school holiday program will be expanded and the Austswim Learn to Swim Program continued in partnership with the Flinders Island District High School. A key deliverable for the year ahead will be working with the community and our existing community

hall committees to deliver major improvements to facilities across the islands whilst providing continued support for increased events and activities in and around these community assets.

The year ahead will see the delivery of the long awaited new Planning Scheme, one of the more important projects for the future development of the islands. This will be enhanced by a rural living strategy aimed at assisting new residents who move to the islands and invest in niche farming and product development enterprises. Further value will be added to this process by a comprehensive partnership with the State Government in delivering an innovative Enterprise Capability Mapping Project where initially the West Coast of Flinders will be mapped for soil type and climate and subsequently assessed for high value agricultural enterprise development. These projects combined with our continued efforts to see renewable energy development on the island hold high potential to attract residents and stimulate business investment in the years ahead.

To ensure Council remains in a financially sustainable position with a reasonably balanced operating position it has been necessary to yet again identify significant efficiencies across the organisation, limiting the need to excessively

increase revenue from rates. This has resulted in a total amount of rates collected increasing by 3.05% averaged across all properties, which is in line with the growth in the Local Government Cost Index for Tasmania of 3.05% as it relates to 31 March 2013. An increase in the waste charge has been levied which reflects the ongoing investment into this specific service of Council as we work towards legislative and environmental compliance and modern service standards.

I would like to thank Councillors, the Executive Management Team and all employees for their commitment and valued contributions to provide Council services and activities and help build a sustainable future of the Furneaux Islands.



Raoul Harper
General Manager

FLINDERS COUNCIL ANNUAL PLAN

Flinders Council's Annual Plan for the 2013/2014 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 2013/14 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 2013/14 Financial Year

Estimated Revenue of the Council	\$3,506,693
Estimated Expenditure of the Council	\$5,301,584
Estimated Borrowings by the Council	None
Estimated Capital Works of the Council	\$1,724,203

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 Peter Rhodes

Cr Mary-Anne Roberts

Cr Gerald Willis

Cr Ronald Wise

CORPORATE MANAGEMENT TEAM

Governance Department

Manager: Raoul Harper

Corporate Department

Manager: Kim Hossack

Community Department

Coordinators: Jana Harper & Stacey Wheatley

Development Department

Coordinator: Jacci Viney

Infrastructure Department

Manager: Brian Barnewall

Airport Manager: Jeff Grace

ORGANISATIONAL OVERVIEW

GOVERNANCE	CORPORATE	COMMUNITY	DEVELOPMENT	INFRASTRUCTURE
Business Units: Governance Economic Development	Business Units: Administration Finance WHS / Risk Management	Business Units: Community Development NRM	Business Unit: Development Services	Business Units: Airport Asset Management

DEPARTMENT: GOVERNANCE

Business Unit: *Economic Development*

Service Profile: Business Support
 External Stakeholder Engagement
 Priority Projects

Business Unit: *Governance*

Service Profile: Communications
 Elected Representatives and Special Committee Support
 General Management
 Legislative Compliance
 Performance Management and Reporting
 Regional and External Stakeholder Engagement

DEPARTMENT: CORPORATE

Business Unit: Corporate Services

Service Profile: Administration
Finance
OH&S / Risk Management

DEPARTMENT: COMMUNITY

Business Unit: Community Development

Service Profile: Culturally Rich and Vibrant Communities
Democratic and Engaged Communities
Dynamic Resilient Local Economies
Healthy, Safe and Inclusive Communities

Business Unit: Natural Resource Management

Service Profile: Community Education, Communication and Engagement
Invasive Species

DEPARTMENT: DEVELOPMENT SERVICES

Business Unit: Development Services

Service Profile: Animal Control
Building
Environmental Health
Immunisation
Planning
Projects

Department: Infrastructure

Business Unit: Airport

Service Profile: Asset Management

Business Unit: Asset Management

Service Profile: Parks, Reserves and Vegetation Management

Town Maintenance

Transport Infrastructure and Services

Waste Management Services

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 2013/2014 financial year.

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

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

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

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

Purpose of the Plan

The Plan fulfills the purpose of the *Local Government Act 1993* by ensuring a disciplined approach is employed to efficiently and effectively using the resources available to Council. The Plan, of course, is subject to regular review. It will be the benchmark for senior management and Council to appraise organisational performance and strategic direction.

OUR STRATEGIC FOCUS AREAS

1. Environment and Natural Asset Management

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

2. Infrastructure

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

3. 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.

4. Community Safety, Engagement and Enterprise

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

5. Corporate Governance and Intergovernmental Relations

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

6. Furneaux Future

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

STRATEGIC FOCUS AREAS AND OPERATIONAL PLAN

Strategic Focus Area 1: Environment and Natural Asset Management

Strategic Outcome:

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 settlements and the ongoing viability of many of the islands productive ventures.

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 year ahead will see continued efforts in strategic weed and vegetation management via targeted eradication and minimisation programs. The continued move away from herbicide use to the more environmentally friendly use of high pressure steam weed control techniques will be further refined and the provision of a purpose built wash down trailer for Council vehicles and machinery is designed to minimise weed spread across the island and in road reserves. This wash down trailer will also be available for use in the port and on

private land as required to support land holder efforts to mitigate weed spread and to ensure machinery or vehicles bought to the island have any invasive pathogens or weeds removed before being used on island.

Natural Resource Management efforts will, where possible, be supported by Council. This to include invasive species programs. Engaging with the community in specific programs such as "Plant a Tree Day" and other Landcare based activities will continue to be supported.

The key deliverable for the year ahead will be a focus on the improvement of waste management in the islands. For too long Council has failed to make the changes required to bring waste management into line with modern expectations and moreover comply with its legislated responsibilities. The changes and program ahead will be very challenging; many in the community will find the closure of landfill at Lady Barron and the provision of a transfer station only difficult to fathom but Council can no longer run such facilities without exposing the organisation and the community to extreme risk.

The key will be communication and working with the community to understand why decisions are made and how their impacts can be mitigated as far as practicable.

Council will also implement improved community education campaigns across the islands about waste minimisation, what can be recycled and other innovative project based waste management programs such as the “Garage Sale Trail” event. Work will also be undertaken to explore the ongoing sustainability of land fill operations at Whitemark. With environmental compliance becoming ever more costly and stringent the use of alternative technologies to land fill need to be explored.

Strategic Conclusion

The Furneaux Group comprises 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.

Strategic Directions

- 1.1 Promote environmentally sustainable practice;
- 1.2 Design land use and development policies that balance environmental, economic and social outcomes;
- 1.3 Enhance access to and use of environmental assets to ensure values are recognised.

Strategic Focus Area 1: Environment and Natural Asset Management - An environment that maintains its diversity, uniqueness and attractiveness while supporting sustainable production and lifestyle

ACTIONS	BUSINESS UNIT
Strategic Direction: 1.1 Promote environmentally sustainable practice	
<p>Output: 1.1.1 Community education and communication. A series of programs and projects delivered to increase community engagement and awareness of NRM. Four community groups (including indigenous) engaged in NRM on ground projects.</p>	Natural Resource Management
<p>Output: 1.1.2 Farm and business based planning, project implementation & evaluation Continuing support for existing Property Management Planning clusters.</p>	Natural Resource Management
<p>Output: 1.1.3 Community engagement in environmental projects Support and facilitate the Community Plant a Tree Day in collaboration with Parks & Wildlife Services, Community Development, NRM North and the Flinders Island District High School.</p>	Natural Resource Management
<p>Output: 1.1.4 Environmental sustainability of Council programs and operations Weed management within council land improved and work towards best practice approach within the confines of budget allocations available.</p>	Asset Management
<p>Output: 1.1.5 Transition to sustainable Solid Waste Management Systems Initiate recycling programs that are financially sustainable, user friendly and environmentally appropriate for our remote situation.</p>	Asset Management
<p>Close landfill at Lady Barron and implement a new waste transfer station. Engage with the community on the proposed change, reasons for such and new operations.</p>	Asset Management
<p>The Northern Regional Waste Management Group has agreed to fund a Waste Management Strategy for the islands.</p>	Asset Management

ACTIONS	BUSINESS UNIT
<p>The Northern Regional Waste Management Group has agreed to fund a fluorescent tube landfill diversion project at no cost to Council. Facilities for the disposal and the removal of fluorescent tube lights from the Islands will be provided to the community.</p>	Asset Management
<p>Communicate and educate the community of the changes to waste management services, the reasons for the changes and how they can work with Council to improve environmental outcomes from the management of waste.</p>	Asset Management
<p>Explore green waste reuse options.</p>	Asset Management
<p>Undertake a feasibility study into the use of waste furnaces as opposed to landfill into the future. Assess costs and environmental outcomes and provide a report to Council.</p>	Asset Management
<p>Strategic Direction: 1.2 Design land use and development policies that balance environmental, economic and social outcomes</p>	
<p>Output: 1.2.2 Apply the strategic objectives and criteria to specific opportunities and proposals and integrate into the marketing strategies</p>	
<p>Renewable Energy Plan continue to seek funding and implementation of plan.</p>	Economic Development
<p>Strategic Direction: 1.3 Enhance access to and use of environmental assets to ensure values are recognised</p>	
<p>Output: 1.3.1 Protect and as required formalise public access to coastal and inland areas</p>	
<p>Work with Landowner and Crown Land Services to if possible secure coastal access at Pot Boil Road White Beach, Lady Barron.</p>	Development Services
<p>Partner with other Government agencies to improve access and maintenance of tracks in key coastal areas.</p>	Economic Development
<p>Output: 1.3.2 Provide residential, tourism and recreational opportunity adjacent to environmental assets where the necessary balance can be achieved</p>	

Strategic Focus Area 2. Infrastructure

Strategic Outcome:

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

Flinders Council is directly responsible for the provision and maintenance of local roads and bridges, the airport, solid waste management, drainage/storm water and community facilities. The ongoing management of these assets and facilities is a core responsibility of Council.

The Flinders road network is comprised of some 73kms of sealed roads and 359kms of unsealed gravel roads. Only the road from Whitemark to Lady Barron is classified as a State Road, with the remainder classified as local roads for which Council has sole responsibility. The recent revaluation of our road and bridge assets highlighted a major improvement and increase in their assessed value. While this is a pleasing result it has been a major contributing factor in the depreciation requirements of Council jumping some \$327 000 in the past two years to now be in excess of \$1 752 451 . This challenge is met by a proportional capital works program which in the year ahead will be some \$1 619 858. This capital program includes a major resealing program on the Palana Road, the construction of the Sapphire Bridge, the ongoing maintenance of our gravel road network and a major investment into waste management facilities and service provision.

Solid waste management occurs through a combination of council operated landfill sites at Whitemark and Lady Barron and a transfer station at Killiecrankie. The delivery a new waste management facility on Cape Barren Island is a key deliverable for the year ahead. Responding to the challenge of environmental compliance will also be a major focus for the coming period and significant changes are required to the manner in which Council delivers waste services to the community. This is a strategic issue in terms of both compliance and supporting the environmental and amenity values of the Furneaux Group, a structured transition to an efficient, compliant Solid Waste Management model is a key deliverable for the year ahead and a comprehensive suite of actions are proposed in this Plan to the value of some \$190 000.

Given the “island nature” of Flinders municipal area, physical access is critical. Council supports this critical aspect of island life through the ownership and maintenance of the Whitemark Airport, now a CASA certified facility. Having delivered a comprehensive Airport Master Plan in the previous year, Council is now well placed to deliver on ground works such as the construction of a new Royal Flying Doctor

Service facility to support the transport of injured or ill members of the community to services off island, the reseal of the apron and taxiway and the ongoing efforts to gain funding for the rebuild and reseal of the main runway. The solar power project at the Airport continues to assist in the off set of energy costs across the whole organization.

Water supply has been incorporated into the new Statewide Tas Water structure, this includes bulk storage and reticulation; no wastewater reticulation/treatment occurs within the municipality at this time. Council continues to explore the feasibility of a waste water treatment facility on the island in the year ahead. This is vital to the environmental sustainability of the island into the future and would support the compliant pump out and treatment of septic tank based waste across all townships and areas.

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 and may pose a health risk to users. A Community Facilities Audit will be completed early in the new financial year and this will assist Council to make informed decisions about the future of some of these facilities. Key projects for the year ahead include the upgrade of the Emita Hall and works on the Whitemark Foreshore. Some of these costs may be offset by the proposed sale of surplus Council land and unneeded assets, which will also be a key action for the year ahead.

In 2012/2013 Council delivered a Renewable Energy Plan for the island and has actively lobbied service providers and the Federal Government to implement its findings since adoption. This work will continue in the year ahead as will Council's own commitment to minimizing its energy use and supporting renewable energy capacity.

The year ahead will continue to see Council allocate significant funds and effort into the continual improvement of key infrastructure based assets and services.

Strategic conclusion

Flinders Council must optimally invest capital and recurrent funds for the airport, local roads, community facilities, solid waste management and storm water mitigation to meet current needs and standards while urging other funding bodies and service providers to meet their own community service obligations so that the community are provided high quality, safe and affordable infrastructure and utilities.

Strategic Directions

- 2.1 Identify infrastructure objectives and standards for assets and develop a viable, asset lifecycle management and operational model;
- 2.2 Optimise infrastructure to support existing settlements and enhance sustainable development opportunities and remove impediments to growth;
- 2.3 Lobby utility and access providers to meet obligations so that infrastructure policy and service provision provides for relative equity; and

2.4 Pursue “best practice” delivery models that balance cost and outcomes.

Strategic Focus Area 2: Infrastructure - Efficient and reliable infrastructure that supports and protects production, services and lifestyle

ACTIONS	BUSINESS UNIT
<p>Strategic Direction: 2.1 Identify infrastructure objectives, standards for assets and develop a viable, asset lifecycle management and operational model.</p>	
<p>Output: 2.1.2 Review community facility portfolio with the view of developing a profile that matches contemporary and emerging needs</p>	
<p>Enable and assist the local Scout Group to identify an alternative venue and any grant funding that is available for their support.</p>	<p>Community Development</p>
<p>Community Services Hub: Work with DPAC to develop a Community Services Hub in Whitemark that provides community benefit for the access of State and Council services.</p>	<p>Community Development</p>
<p>Explore the provision of drinking water/bottle filling stations at Whitemark and Lady Barron and provide a report to Council on establishment and operational costs associated.</p>	<p>Development Services</p>
<p>Whitemark Foreshore: Collaborate with the PWS, Landcare, NRM North and other community groups and individuals to create further community facilities on the Whitemark foreshore such as the Exersite gym equipment and extension of the Bluff Track so to further encourage access to health promotion activities; and the development of the barbeque area to assist to build further social inclusion and engagement.</p>	<p>Community Development</p>
<p>Output: 2.1.3 Airport Master Plan</p>	
<p>Seek the inclusion of the Airport runway rebuild/reseal project (as outlined in the Airport Master Plan) to be included in State and Federal Government Transport Priority Plans to assist with future funding submissions.</p>	<p>Economic Development</p>
<p>Seek government funding for the Airport runway rebuild/reseal project as outlined in the Airport Master Plan.</p>	<p>Economic Development</p>
<p>Seek Federal and State Government funding to complete the Apron and Taxiway project at the Airport.</p>	<p>Economic Development</p>

Fund the construction of a dedicated undercover patient transfer facility for the Royal Flying Doctor Service (RFDS) to the west of the terminal building as per the Capital Works Program.

Airport

ACTIONS

BUSINESS UNIT

Seek the sale and removal of the "house" building from the Airport and ensure the site is remediated as part of sale conditions to allow for an alternative future use of the site.

Airport

Output: *2.1.4 Capital Works Program*

Ensure a minimum 75% of the Capital Works program is achieved.

Asset Management

Strategic Direction: 2.2 Optimise infrastructure to support existing settlements and enhance sustainable development opportunities and remove impediments to growth

Output: *2.2.1 Identify, research, design and implement key infrastructure projects and programs to meet the economic and environmental needs of Council and the community.*

Finalise Feasibility Study into the development of a Waste Effluent Processing facility.

Development Services

Airport business plan is developed, consulted and adopted.

Economic Development

Strategic Direction: 2.3 Lobby utility and access providers to meet obligations for infrastructure policy and service provision to provide for relative equity

Output: *2.3.1 Develop base positions, identify key players, lobby and as necessary respond to opportunities and incidents*

Develop, submit and secure annual shipping contingency funding via DIER. Manage the implementation of projects funded in the preceding years allocations.

Economic Development

Strategic Direction: 2.4 Pursue "best practice" delivery model that balances cost and outcomes

Output: *2.4.1 Further refine the long term asset management plan to inform sustainable service delivery and standards.*

Community Halls: Working with Council staff to assist to facilitate the hall maintenance process so to

Community Development

comply with all relevant standards for the future multi-use requirements of the community. Support the community to: assist in the maintenance of the hall through working bees; develop future events and activities at Emita hall; and liaise with the Hall Committee to ensure all health & safety, maintenance and usage procedures are compliant with Council's policies.

ACTIONS	BUSINESS UNIT
<p>Output: <i>2.4.2 Review infrastructure management and operational procedures as basis of introduction of continuous improvement system</i></p> <p>Undertake assessment with Works Manager of how to improve bitumen sealing works via a partnership approach with skilled service providers/ access to modern equipment.</p>	Asset Management
<p>Develop and deliver a Risk Management Framework, Risk Management Policy and an integrated Risk Register to inform the treatment of risk across the organisation and to mitigate risk for employees, Councillors and the community.</p>	Corporate Services
<p>Output: <i>2.4.3 Service standards are provided in line with asset management plan and budget allocations provided by Council.</i></p> <p>Maintain all Council owned assets to the current legislation/regulations and applicable standards, so that these assets are kept to the appropriate service levels expected within our community.</p>	Asset Management

Strategic Focus Area 3. Land Use, Development and Building

Strategic Outcome:

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.

Flinders is in competition with many other remote and regional areas for appropriate investment and development, our planning and building policy and services framework must support our existing community and values while also encouraging investment and new residents. This is a core service of Council and a vital component of the future sustainability of our island communities.

The year ahead will see the implementation of a new Planning Scheme for the islands after some 3 years of work and much frustration with the State Government Planning reform process. This has the potential to be a catalytic project for the future development and growth of the islands while also putting in place much needed modern environmental protection and zoning measures.

A comprehensive Rural Living Strategy designed to attract niche product development and new residents to the west coast of the island will complement the new planning scheme. Council is committed to proactively seeking to advance the growth of new residents and enterprise on the islands through programs that support development. The year ahead will also see a focus on further

improving the timeframes for processing development and building applications and approvals while ensuring costs are kept to a minimum.

Council will be required to consider the latest data provided by the State Government on climate change and projected sea level rise and what implications this may have for our communities. This review will be carried out during the year ahead and may inform future land use and planning policy.

The year ahead will see on going engagement with the community in the finalisation of the Planning Scheme and other land use related projects.

Strategic Directions

- 3.1 Utilise best practice planning principles in conjunction with Flinders Councils Strategic Plan to guide detailed planning policy and planning tools;
- 3.2 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;

- 3.3 Develop design principles that promote sustainability and sympathy with the Flinders municipal area environment and brand;
- 3.4 Facilitate rehabilitation of unused sites to encourage higher value development and improve amenity;
- 3.5 Prepare a contemporary planning system, supporting development and people to achieve their goals while protecting environmental values; and

3.6 Provide professional application approval processes.

Strategic Focus Area 3: 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

ACTIONS

BUSINESS UNIT

Strategic Direction: 3.1 Utilise best practice planning principles in conjunction with Flinders Councils Strategic Plan to guide detailed planning policy and planning tools

Output: *3.1.1 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.*

Review evidence and develop a Sea Level Rise Policy to provide direction to Council and planning staff on the risk and liability issues surrounding proposed sea level rise and the State Coastal Policy.

Development Services

Continue the development and implementation of the Rural Living Strategy.

Economic Development

Strategic Direction: 3.5 Prepare a contemporary planning system, supporting development and people to achieve their goals while protecting environmental values

Output: *3.5.1 Complete and implement the new Flinders Planning Scheme*

Particular Purpose Zones for Cape Barren Island and other outer islands are prepared, consulted and finalised for inclusion within the draft Interim Planning Scheme.

Development Services

Finalise all supporting documentation required to be submitted to the Tasmanian Planning Commission for Interim Planning Scheme assessment to ensure time delays are negated and scheme is compliant.

Development Services

Strategic Direction: 3.6 Provide professional application and inspection approval processes**Output: 3.6.1 Provide qualified advice and excellent customer service to facilitate applications, advice, approvals and inspection processes.**

Find efficiencies, both financial and time wise, in the processing of Development Applications and planning administration while maintaining quality customer liaison and qualified advice as required.

Development Services

Standard Operating Procedures are developed and implemented to mitigate risk and to ensure timelines are met / exceeded and legal noncompliance is removed.

Development Services

Strategic Focus Area 4. Community Safety, Engagement and Enterprise

Strategic Outcome:

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

Rural and regional Australia face ongoing challenges through social, economic, environmental and technological change. Globalisation, the decline of traditional industries, shifting demographics and societal norms and population migration are eroding the social cohesion of rural communities. This is leading to a general decline in health and wellbeing of communities.

Evidence shows that self-reliant communities are more resilient in a changing environment and achieve better outcomes for all (www.bankofideas.com.au). Resilient communities can be characterised by their ability to bounce back from adversity, largely through self-help. Other features include: participation by residents in community life, economic vitality, pride of place, ease of access to services, community harmony, commitment to recreation, lifelong learning and cultural experiences. (Why Some Towns Thrive Whilst Others Languish - Plowman, Ashkanasy, Gardner, Letts, 2003).

Local Government in Tasmania has a responsibility to provide for the health, safety and welfare of its communities as identified in the Local Government Act 1993 (section 20:1a). It is ideally placed to support community resilience through its knowledge of local issues and networks, its expertise in working with public and private sectors and its direct demographic accountability.

Flinders Council's Community Development Department will continue to build upon changes over the past few years with Council recognizing the critical value of supporting community resilience by building capacity, encouraging local leadership, participation and collaboration.

With the Council no longer specifically funding an Economic Development Officer a focused effort to support the community at a more grass roots level has been agreed. This is primarily based on the belief that communities can positively shape their futures through connected efforts and the sharing of responsibility between individuals, organisations, businesses and all levels of government. Meaningful (and sustainable) growth cannot be imposed from outside, but must emerge from within a community. Community development, therefore, helps individuals and groups to further their potential and organize themselves to respond to problems and needs which they share. It also enables community and public agencies to work together to improve the quality of government.

With this in mind the year ahead will see Council focus on supporting, engaging and communicating with the community in a far more coordinated manner than in previous years. Continued growth in Council supported health programs, school holiday programs with our

youth and the community will continue, specific events will be supported and our volunteers will continue to be provided with direct assistance to sustain events and effort despite the greater compliance and regulation all community groups and individuals are now exposed to. Staff will work with hall Committee's to improve assets and attract events and will seek grant funds from State and Federal Governments to support the community. Ultimately the Community Development functions of Council are broad reaching, with actions across all strategic areas of Council operations. The new structure proposed add significant experience and project management skills to the organization and the community that in turn will support efforts to build community resilience and the wealth of assets that are evident in our vibrant and diverse communities.

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 critical to ensure the provision and 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.

Strategic Directions

- 4.1 Provide professional environmental and public health services;
- 4.2 Support effective and timely incident and emergency management planning & response;
- 4.3 Maintain and develop productive, constructive relationships with community organisations involved in delivery of strategic services and activities;
- 4.4 Facilitate the provision and enhancement of critical health and education facilities and service levels by State and federal agencies and NGOs (at risk groups)
- 4.5 Support capacity building in community organisations and facilitate the development of community enterprise; and
- 4.6 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 Focus Area 4: Community Safety, Engagement and Enterprise – Through positive Council Community partnerships, enhance people’s security, inclusion and well being

ACTIONS	BUSINESS UNIT
Strategic Direction: 4.1 Provide professional environmental and public health services	
Output: 4.1.1 Provide a program of structured inspection, compliance management, education and immunisation	
Provide a structured inspection program for all EHO related facilities and activities.	Development Services
Business specific EHO advice and assistance provided via routine inspection program.	Development Services
Education program such as the food handlers course continue in partnership with the school. Other programs developed to mitigate major EHO identified risks as required.	Development Services
Immunisation program implemented and participants registered.	Development Services
EHO to provide advice to the Health Special Committee of Council as required.	Development Services
Seek to integrate public health and immunisation programs and goals with the community health plan when it is developed and delivered.	Development Services
Support new food businesses (or food related product development) within the Municipality.	Development Services
Support School Kitchen Garden as required.	Development Services
Implement a recreational water sampling program. Undertake beach water sampling at major swimming areas and areas of storm water outfall in the summer period to ensure safe recreational water use by the community.	Development Services

Strategic Direction: 4.2 Support effective and timely incident & emergency management planning and response

Output: *4.2.1 In conjunction with other emergency response groups, have appropriate plans and resources in place to mitigate and respond to identified risks and incidents*

Provide administrative coordination in the event of an emergency and to Emergency Management Committees.'

Governance

Strategic Direction: 4.3 Maintain and develop productive, constructive relationships with the community and organisations involved in delivery of strategic services and activities in the islands

Output: *4.3.1 Engage with, as necessary support and integrate into Flinders Council plans key community based service providers.*

Coordinate advertising and administration of the Community Grants and Gunn Bequest funding program.

Governance

Liaise with the Flinders Island District High School to develop a MOU, or an appropriate agreement, for Council to facilitate the Austswim Learn to Swim program for youth benefit.

Community Development

Manage contributions to the Island Employment section of the Council website.

Governance

Implement a Community Road Safety Partnership.

Community Development

Coordinate advertising and administration of the Citizens Awards program.

Governance

Rural Primary Health Service: Administer the funding to deliver the Community Nurse and Podiatrist services and work with Tas Medicare Local to identify future community health needs that could be funded under this scheme.

Community Development

Future Preventative Health Initiatives (PHI): In collaboration with stakeholders assist to develop project funding submissions to Medicare Local to facilitate and support an annual calendar of PHI initiatives such as Bloke's Day Out, Women's Health Day, Pedometer Challenge, Flinders

Community Development

ACTIONS

BUSINESS UNIT

Identify further opportunities for, and assist the Flinders Island District High School with the Transition Program. Community Development

Identify and assist to provide further community engagement with the Flinders Island Sports & RSL Club. Community Development

Liaise and engage with the Flinders Island Aboriginal Association Inc. to identify and support as necessary areas which Council and FIAAI can collaborate for community benefit. Community Development

Output: *4.3.2 Build civic engagement and increase civic pride through evidence based research, agreed events, programs and improved communication with the community.*

Manage Council's online activities and redevelop the website. Community Development

Planning and executing the new community calendar and integrating into the new website. The content of events will be managed by community development. A report will be produced measuring community uptake. Community Development

Develop and implement a Community-wide Volunteer Strategy. Community Development

Council Community Communication Strategy: Develop a council communication strategy that clearly identifies the role of the Council, staff (including the role of the Community Development Officer) within the community and can be clearly communicated. This will include the projected tools, internal and external strategic directions that will align with other council departments. Community Development

Provide support to the community organisation Fitness on Flinders with health benefit related community events such as the Flinders Island Running Festival. Community Development

Promote livability and economic viability of the Flinders Municipality. Community Development

Explore and provide recommendations to Council on Flinders delivering the Australian Small Islands Forum in 2014. Community Development

ACTIONS**BUSINESS UNIT**

Event Policy: Assist to develop an event policy for community organisations and individuals that gives a clear direction of relevant compliance and policy when putting on community events so to assist in encouraging a greater number of events on the islands.

Community Development

Strategic Direction: 4.4 Facilitate the provision and enhancement of critical health and education facilities and service levels by state and federal agencies and NGOs

Output: 4.4.1 Collaborate with incorporated bodies associated with key facilities and services to retain and enhance scope and level of service, including implementation of innovative responses

Support Immunisation programs.

Development Services

Actively participate in the Cancer Council's Steering group of the supportive care for rural and model remote communities project with other health stakeholders and community members to support and facilitate the future Cancer Support Services to the Flinders municipality.

Community Development

Output: 4.4.2 Deliver and/or facilitate delivery of health and activity based programs and events for community and youth.

Deliver an integrated school holiday activities program.

Community Development

Provide support to the community organisation the Flinders branch of the Tasmanian Regional Arts with arts & culture related community events such as the Flinders Flicks Festival.

Community Development

Strategic Focus Area 5. Corporate Governance and Intergovernmental Relations

Strategic Outcome:

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

This Department 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.

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 this service profile is to maintain productivity and continual improvement within constantly changing circumstances, values and priorities. While many of Council's functions in this area are regulatory in nature and very well developed delivery plans are already in place, the ability to manage performance and direct effort towards outcomes and actions as required annually is an ongoing challenge.

The year ahead will see the further implementation of an organisation wide corporate planning and performance management system, designed to support the open and transparent efforts of staff in delivering the agreed plans and goals of Council in a time effective and high quality manner. This will enhance the organisations ability to plan to succeed and actively review effort. A new business planning process and records management improvements will enhance such an

approach. These actions will be supported by the employment of an Executive Officer who will assist both the Corporate Services and General Manager in the discharge of their duties.

A focus on improved communications of Council's decisions, goals and programs will also be supported. In our small community clear, regular and honest communication with the community is vital if civic engagement and pride is to be built between Council and the community it serves. Council is doing some good work but this is often lost in a sea of poor communication and ill-informed opinion. To see this change will require a long term focus and a consistent on going approach. Effort will be put in to redevelopment of the website, communications protocols, media releases and working on a communications strategy to inform future actions and assist in getting the good news out to the community and more broadly as and when required.

The past year has seen a long term asset management plan delivered which will inform Council service levels and asset management for many years to come. The year ahead will see the development of a long term financial management plan which will align with the asset

work done previously and allow Council to make informed and sustainable long term decisions.

With the advent of all in all out elections, Council staff will need to start planning this year for how inductions and strategic plans will be managed and developed post the election. This is a radical change from previous Council incarnations and a new approach is required. Planning for the development of a new strategic plan post the election will begin this year as will the development of a new Councillor induction process.

Strategic Conclusions

It is critical that Flinders Council professionally and productively delivers on its statutory responsibilities, facilitates continual internal improvement and actively influences other tiers of government's policy design and implementation so that where possible our community does not suffer disadvantage compared with other communities. Achieving this requires 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.

Strategic Directions

- 5.1 Support the capacity and productivity of our organisation and a culture of professionalism, compliance, innovation and service;
- 5.2 Develop a strong evidence base to strategies and initiatives to support "business case" presentation;

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

5.4 Actively participate in local government, industry and regional organisations.

Strategic Focus Area 5: Corporate Governance and Intergovernmental Relations – Decisions are professionally and transparently made, communicated and implemented to achieve defined outcomes in the interest of the community

ACTIONS	BUSINESS UNIT
<p>Strategic Direction: 5.1 Support the capacity and productivity of our organisation and a culture of professionalism, compliance, innovation and service</p>	
<p>Output: 5.1.1 Design and implement an integrated governance; strategic and operational planning & service delivery system</p>	
<p>Develop and implement an organisational business planning process.</p>	<p>Governance</p>
<p>Design and implement a revised grant and contract management system.</p>	<p>Corporate Services</p>
<p>Review all Council's long term strategic documents within the 3 year review timeframe.</p>	<p>Corporate Services</p>
<p>Maintain Council's Property and Rates program as and when required.</p>	<p>Corporate Services</p>
<p>Support Council Managers in the preparation and distribution of governance reports including plans, policies, reports and other governance related publications.</p>	<p>Governance</p>
<p>Review and revise Council's Policy Manual.</p>	<p>Governance</p>
<p>Review current records management practices and develop new procedures that are compliant with legislative requirements. Oversee implementation of recommendations.</p>	<p>Governance</p>
<p>Complete an audit of all Information Technology systems and accounts. Collate findings and provide recommendations for improved service standards and cost minimisation.</p>	<p>Governance</p>
<p>Develop and implement communication and social media procedures and policies to ensure accurate, effective and compliant communications to key stakeholders.</p>	<p>Governance</p>

Develop and implement integrated internal communication tools. This to include brand guidelines, e-newsletter, email signatures, reporting templates, publication templates, signage etc. Governance

In conjunction with the Sub Regional Alliance and DPAC, seek to develop a legislative compliance audit. Governance

ACTIONS

BUSINESS UNIT

Output: *5.1.2 Design and implement a continued professional development & productivity Improvement Program*

Finalise Enterprise Agreement. Governance

Assist with the roll out and ongoing management of an employee induction program for all Council staff. Governance

Support the establishment of a Joint Consultative Committee and provide administrative support to the Committee. Governance

Revise the employee induction process to add greater depth and detail around risk, Council processes and projects, organisational structure and relationships to Councillors to engender knowledge and organisational pride. Governance

Output: *5.1.3 Achieve a sustainable balance of income, investment and recurrent expenditure*

Develop Long Term Financial Management Plan. Corporate Services

Deliver the new Budget Estimates for the proceeding financial year. Corporate Services

Review the current Budget Estimates as and when directed. Corporate Services

Deliver financial reports as and when directed. Corporate Services

Deliver financial services including and not limited to creditors, debtors, rates receivables and investments. Corporate Services

Deliver the audited Financial Statements for the preceding financial year within the legislative requirement timeframes. Corporate Services

Work collaboratively with the Tasmanian Audit Office to address depreciation issues relating to residual values applied to the road network. Corporate Services

ACTIONS

BUSINESS UNIT

Output: **5.1.4 Provide best practice management and administrative support to Council decision making, implementation and evaluation**

All agenda papers and reports provided to elected members in compliance with legislated time frames. Governance

Provide secretarial and administrative support to Council and its Special Committees including coordinating the preparation and distribution of agendas and minutes and acting as minute secretary. Governance

Provide General Manager, Corporate Services Manager, and Elected Members with secretarial, administrative and research support relating to the civic and administrative functions for Council. Governance

Update Council website with current Council publications, meeting agendas and minutes and council news. Governance

Assist Councillors to regularly submit reports on their activities to Council meetings and to Council's social media platforms. Governance

Develop a revised and comprehensive post-election induction program for Councillors – roles and responsibilities, organisational structure, annual plans and departmental presentations, governance, communications, Council meetings (agenda and Notices of Motion) and code of conduct. Governance

Research, plan and prepare for development of a new/updated strategic plan and 4 year Council Business Plan post the 2014 “all in all out” election. This is a critical process to mitigate risk associated with the State electoral reform process and will provide Council with an opportunity to engage the community early post the election process and develop a new long term strategic and operational plan. Governance

Provide on call Information Technology setup and training/support for Councillors and staff.

Governance

ACTIONS

BUSINESS UNIT

Strategic Direction: 5.2 Develop and maintain an influential network of external stakeholders who understand the needs and direction of Flinders Council and are supportive

Output: *5.2.1 Identify key external stakeholders and decision makers and actively introduce Flinders opportunities, issues and proposals to them in a timely and professional manner*

Assist with the implementation of Council's Communication Strategy within Council and the community.

Governance

Proof all communications related content including web content, communications, social media procedures and new resident's kit.

Governance

Source good news stories about Council activities and promote locally, regionally and nationally.

Governance

Strategic Direction: 5.3 Actively participate in local government, industry and regional organisations

Output: *5.3.1 Actively participate in key strategic organisations, groups and alliances that provide value for the Flinders community and Council.*

Actively engage with Northern Tasmania Development.

Governance

Actively engage with the Sub Regional Alliance Group.

Governance

Actively engage with the Local Government Association of Tasmania.

Governance

Attend all Office of the Energy Regulator Customer Consultative Committee meetings.

Governance

Liaise regularly with the ALCT, FIAA and CBIAA.

Governance

Strategic Focus Area 6. Furneaux Future

Strategic Outcomes:

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

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.

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.

Strategic Directions

- 6.1 Implement a dynamic strategic plan and development framework to define our future and guide strategic decisions;
- 6.2 Achieve high recognition of a "Flinders" brand to support product sales, tourism and lobbying;

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

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

Strategic Focus Area 6: Furneaux Future – A thriving, self-reliant community offering opportunities for current and following generations while maintaining core values and attributes

ACTIONS	BUSINESS UNIT
Strategic Direction: 6.1 Implement a dynamic strategic plan and development framework to define our future and guide strategic decisions	
<p>Output: 6.1.1 Implement and continually evaluate the Council's strategic plan 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.</p>	Governance
<p>Assist with the research and preparation for delivering a new or revised strategic plan post the 2014 election.</p>	Governance
<p>Planning a 'Furneaux Vision' campaign that will be available to all community members to have input in to the development of a new council strategic plan in 2013/2014.</p>	Governance
Output: 6.1.2 Tourism	
<p>Work collaboratively with northern Regional Tourism Organisation to drive brand recognition, visitation and tourism development.</p>	Economic Development
<p>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.</p>	Economic Development
Output: 6.1.3 Investment Attraction	
<p>Provide assistance as required to any investment enquiries.</p>	Economic Development

Liaise with potential investors/developers. Economic Development

Output: *6.1.4 Organisational collaboration and strengthening*

Provide input into other Council areas where required such as planning, works and services, community development and corporate management.

Governance

ACTIONS

BUSINESS UNIT

Output: *6.1.5 Government Relations*

Liaise and lobby Australian and State Government Departments and personnel on specific projects and programs approved by the Council.

Governance

Liaise and lobby Australian and State Government Departments and personnel on specific projects and programs approved by the Council.

Economic Development

Strategic Direction: 6.2 Achieve high recognition of a “Flinders” brand to support population growth, product sales, business development and investment, tourism and lobbying

Output: *6.2.1 Support increased brand recognition and communications*

Work with Sharp Airlines and FITA on cross promotional activities that will drive brand recognition and conversion.

Economic Development

Develop and manage the Flinders Island Brand Working Group with industry and interested community members. Prepare a project brief and seek Council support for specific brand projects to deliver a Singular Flinders Island Brand in 2014/2015.

Economic Development

Strategic Direction: 6.4 Encourage catalytic development that is consistent with the strategic objectives and contributes to Council’s Vision

Output: *6.4.1 Develop and implement specific projects that will strategically advance economic opportunities for Council and Community*

Review priority projects with and revise business cases as required/directed.

Economic Development

Develop formal partnership with a University for ongoing activities and research on Flinders Island.

Economic Development

ACTIONS**BUSINESS UNIT**

Work in partnership with DPIPWE to deliver the Flinders Island Enterprise Suitability mapping project to further inform the Rural Living Strategy.

Economic Development

Assist the Flinders Trail committee in further developing the project and seeking grant funding for its implementation.

Economic Development