FLINDERS COUNCIL

Annual Plan 2026-2027

Contents

Acknowledgement of Country

Flinders Council acknowledges the Traditional Owners of the land on which we meet today, the palawa people of the Trawulwai Nation. We will recognise their connection to the land, waters and culture of the Island, and pay respects to Elders past, and present.

Introduction

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

S20(1)

- to provide for the health, safety and welfare of the Community;
- to represent and promote the interests of the Community; and
- to provide for the peace, order, and good government of the municipal area.

In working towards these and other objectives, Council is required to develop and maintain a range of strategic and operational plans that underpin the effective delivery of its services and operations. The importance of these documents should not be underestimated, as they provide the framework for informed decision-making, long-term planning, governance, compliance, and the sustainable management of Council's responsibilities and resources.

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

This document addresses S71, which requires Council to prepare an Annual Plan for the municipal area for each financial year.

Flinders Council's Annual Plan for the 2026–27 financial year has been prepared and adopted in accordance with Section 71 of the *Local Government Act 1993*.

The Plan:

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

During 2026–27, Council will continue to work towards achieving the goals and objectives of the Strategic Plan in collaboration with the community, delivering services, projects and initiatives that support the long-term wellbeing, resilience and sustainability of the Flinders Municipality.

General Manager's Summary

Council's Annual Plan 2026-27 sets out the objectives we aim to achieve in line with our 10-year Strategic Plan 2021-2031 set of goals across key focus areas. Council continues to work hard towards a position of financial sustainability in line with the Long-term Financial Management Plan, focusing on the years ahead, in an environment of increased cost pressures, regulatory requirements and decreasing revenue.

With the Department of State Growth - Roads Contract in place, we look forward to increased planned maintenance and capital works on the State owned road encompassing Lady Barron Road and a portion of Palana Road which provides stability for our workforce, investment in plant and equipment and improved conditions for the community. Advocacy to seal more of our main arterial roads will continue as outlined in our priority projects and will help address the dwindling gravel supply on the Island.

Flinders Municipality is not immune to the current housing shortage. Council is developing a Housing Strategy to address local housing pressures and guide long-term planning. This work includes unlocking Council-owned land, prioritising identified needs, and developing a long-term roadmap for delivering adequate, affordable housing. The Strategy will also consider how housing supply can be balanced with population growth, infrastructure capacity and broader community needs.

The next round of Local Government elections are scheduled for October 2026. We hope to welcome a mix of current and new Councillors to represent our community, through informed, responsible local decision making. The new Council will participate in the development of local policy and be part of working partnerships with other levels of government to shape services that benefit ratepayers, residents and visitors.

The following pages highlight our key priorities for the year ahead, guided by our Strategic Plan and focused on the initiatives that are most important to our community.

Waste Management

One of Council's key priorities for the year ahead will be continuing to improve waste management infrastructure, strengthen sustainability initiatives, and build on progress towards better resource recovery and improved environmental outcomes.

A major focus for the coming year will be opening the new Sorting Shed for at the Whitemark Waste Facility. Work will focus on establishing storage areas, installing collection infrastructure for different material streams, developing traffic and pedestrian management layouts, and installing signage. Once operational, the facility will support improved resource recovery outcomes and provide a safer and more efficient undercover drop-off area for the community. Additional upgrades, subject to funding approval, are proposed including bins, a forklift and a glass pulveriser.

With funding support from Circular North, Council will begin trialling a small-scale biochar unit that can turn weeds, garden waste and farm prunings, including olive and vineyard cuttings, into biochar, a valuable soil amendment.

Rather than stockpiling green waste, the biochar unit converts it into a stable form of carbon that can be returned to local soils. Biochar can help improve soil structure, increase water retention and support healthier plant growth, while also storing carbon for the long term. Designed and manufactured in Tasmania, the unit provides a practical, low emissions solution for managing green waste and turning it into a useful local resource for gardens and community spaces across the Island.

Community education and engagement will continue to play an important role in reducing waste and improving resource recovery outcomes across the islands. Over the coming year, Council will focus on making recycling and waste reduction easier, more accessible and better understood through practical programs, local education initiatives and community participation opportunities. This includes exploring opportunities to expand Recycling Hub models to additional locations, improving access to existing recycling programs and helping younger community members develop lifelong habits around waste reduction, reuse and recycling.

By working together, we can continue building a culture where valuable materials are kept in use for longer and less ends up in landfill. Work will continue on the development of the Waste Management Masterplan, which will help guide the future of waste and resource recovery across the islands.

Following completion of the cost benefit analysis, the next stage will focus on identifying priority actions, future infrastructure needs and practical opportunities to reduce reliance on landfill while increasing resource recovery. This work will also support environmental compliance and help identify future upgrades required for landfill infrastructure and operations. As a long-term project, implementation is expected to occur in stages over a number of years, subject to planning, funding and regulatory requirements.

To support the long-term sustainability of waste services, Council will investigate the introduction of fees for commercial waste, hazardous waste and biosecurity waste streams. Any future changes would be considered as part of broader efforts to ensure waste services remain financially sustainable while continuing to meet community and environmental expectations.

Council will continue working with regional and state partners to identify opportunities that support circular economy initiatives. This includes exploring new material recovery streams, reducing reliance on off-Island waste processing where possible, and identifying opportunities for local reuse and repurposing initiatives.


GIVING SHED
NO SMOKING
PETS MUST REMAIN IN VEHICLES AT ALL TIMES
Bric-a-brac reusable goods
CLOTHES & SHOES
HOMEWARES BOOKS & TOYS
MANCHESTER
◊ Linen
◊ Throws
◊ Curtains
◊ Towels
◊ Blankets

Roads

Council's Strategic Plan, ten-year Long Term Financial Management Plan, and Strategic Asset Management Plan will continue to guide the roads program in the 2026-27 financial year.

Funding from the Federal Government's Roads to Recovery five-year program will support road projects based on local priorities, delivering sealing and resealing works across key arterial and township roads, together with associated drainage, bridge improvements, approach works and safety rails.

The resealing schedule, coupled with micro stabilisation where needed, will again be scheduled in conjunction with the Department of State Growth's (DSG) resealing and minor works program. This coordinated approach will maximise efficiency, reduce costs and be aligned with sections of the Palana to Lady Barron Road. The DSG Roads contract is now in place, and Council will work collaboratively with DSG staff to deliver the contracted works to maintain the State-owned asset between Lady Barron to Five Mile Jim Road.

To strengthen road safety and support an increasing demand by road users, Council has included a long-term program within its Priority Projects to progressively seal key arterial roads over the next ten years. Council will continue to strongly advocate across all levels of government to secure the funding necessary for this program. This staged approach will support transport safety, improve access, economic development and help conserve gravel for continued use on unsealed roads into the future.

Recognising its responsibility to provide a road network which supports the community's vision for safe and sustainable transport, scheduled re-sheeting and drainage upgrades on Council's unsealed roads remain a priority, keeping the network safe, accessible and well maintained. The 2026/27 re-sheet program will address the highest priority unsealed roads identified through the annual program review. This process is also a progression towards stabilisation, sealing and handover of additional sections of Palana Road to the State Government.

Bridges

Building on from the March 2026 assessments of wing walls and bridge openings for risk mitigation, design upgrade options have commenced for bridge improvements with scour protection against major flood events. Stage 2 of the recommendations is included in the Capital Works program to undertake upgrades to bridges, culvert repairs, barrier and signage improvements

Infrastructure

In 2025-26 Council adopted a Strategic Asset Management Plan. This plan seeks to guide Council to achieve improved asset management by 2028. Council asset information and systems have been progressively strengthened over recent years, overcoming gaps in data and records.

This Strategic Asset Management Plan builds on that work by providing a clear and forward-looking framework, aligned with industry standard methodology, to support sustainable service delivery and long-term financial planning. An extensive audit and appraisal of Council's stormwater and drainage infrastructure has commenced. This work will guide investment priorities for critical asset renewal and development in the years ahead.

Council continues to provide essential infrastructure services to support safe, accessible and functional public spaces for our island communities.

During the 2026-2027 financial year, several key projects will be delivered across roads, marine, footpath, cemetery, depot and plant infrastructure.

Whitemark Marine Facilities

In partnership with Marine and Safety Tasmania (MAST) Boat Ramp Program and local community input, Council is progressing plans to construct a jetty extension. Additional funding may be sought for a new boat ramp on the northern side of the Whitemark Jetty and other boating facility upgrades to enhance recreational marine access and safety.

Lady Barron Cemetery

Following a community consultation process, Council will progress works to remove the old boundary fence at the Lady Barron Cemetery and construct a new one to protect tributes and to preserve the dignity of the grounds. This project will be funded by the Public Open Space Fund and generous contributions from community volunteers and local businesses.

Dog Pound

It has become necessary to build a new and animal welfare compliant dog pound for cases where dogs need to be impounded. Work has commenced and shall be completed within the period.

Footpaths

Council is continuing its commitment to improve and maintain the footpath network in Whitemark and Lady Barron. Construction and renewal focuses on high traffic areas for new pathways, sealed surfaces along residential streets, crossovers and connections to key community spaces such as shops, schools and recreational areas. All works follow accessibility standards and include kerb ramps and tactile indicators where needed.

Ongoing inspections help identify and address issues such as uneven surfaces or overgrown vegetation. Footpath maintenance is prioritised using risk-based assessment and budget planning, with the aim of ensuring safe and inclusive access for all members of the community. Council welcomes community feedback to guide future planning and improvements.

Plant and Equipment

Council will continue its long-term fleet and equipment replacement program to keep plant and equipment safe, reliable and cost effective to operate. Planned investment in suitable equipment helps reduce repair and maintenance costs and supports the reliable delivery of essential services across the municipality.

Guided by the Long-Term Financial Management Plan and Strategic Plan, Council will prioritise timely asset renewal to retain value and achieve best value for money. This year’s capital budget includes two major plant items to support roads, drainage and vegetation works, along with minor plant items to strengthen maintenance activities and improve safety at the Flinders Island Airport.

Veterinary Clinic

With construction of the veterinary facility now complete, Council will focus on progressing the next phase of the project by working with industry and veterinary stakeholders to secure a sustainable operating model and regular veterinary services for the Furneaux Islands.

The facility fit-out and remaining site works, including a disability compliant car park and landscaping, will also be completed to support future operation of the clinic.

Access to veterinary care supports animal welfare, local agriculture, wildlife rehabilitation and the long-term liveability of the islands.


255
TWO SPEED
HIGH FLOW XPS
CAT

Airport

To maintain Flinders Island's vital connection to mainland Tasmania and beyond, Council will continue advocating for investment in the long-term improvement of the Flinders Island Airport, including runway infrastructure, facilities and aviation safety upgrades.

Major airport infrastructure works are already underway, including construction of a new Airport Reporting Office (ARO), a full upgrade of the airport electrical system, and installation of modern safety infrastructure. Works include new LED runway and apron lighting, Precision Approach Path Indicators (PAPI), self-reporting obstacle lighting, a standby generator and new switchboard infrastructure, with completion expected in late 2026.

Council will continue working with industry and government stakeholders to help shape the long-term vision for the airport precinct, including opportunities that support regional growth and connectivity.

Airport fuel services are also being improved through a new lease agreement with an international fuel provider. The upgraded arrangement is expected to improve efficiency, reduce operational demands on Council, and strengthen the airport's ability to support aviation operations into the future.

Digital Transformation

As technology continues to evolve, Council recognises the importance of maintaining modern, secure and efficient systems that support both organisational operations and community expectations. Digital capability is an essential part of delivering responsive local government services, while acknowledging not all community members rely on or prefer digital channels.

Council remains focused on practical digital improvements that strengthen service delivery, support informed decision making and improve how information is managed and shared across the organisation. At the same time, Council will continue to retain appropriate hard copy communication options to ensure information remains accessible to community members who require or prefer non-digital formats.

During 2026–2027, Council will progress digital and information management initiatives that modernise systems, improve customer experience and maintain inclusive access to information and services.

Focus areas include:

• Improving Council's website and digital customer service experience.

• Implementing improved records and information management systems to support compliance, efficiency and transparency.

• Strengthening cyber security, network reliability and backup systems to improve organisational resilience.

• Improving data, reporting and asset information systems to support informed decision making and long-term planning.

• Supporting staff capability through training and contemporary digital tools.

• Streamlining workflows through better integration of digital platforms and services.

Events

Council will continue to support a range of community organisations and local initiatives that contribute to a connected, active and vibrant community.

Delivery of youth activities will continue throughout the year, alongside support for community events, and opportunities that encourage participation, wellbeing and social connection for all community members across the Furneaux Islands.

The Furneaux Islands Festival will be held January 2027, providing an opportunity for the community to come together and celebrate island life, culture, creativity and connection. Established in 2014 as a Flinders Council initiative, the festival continues to be delivered in partnership with the Flinders Island Aboriginal Association and features a range of community events and activities held across multiple locations across Flinders Island.

Community Support

Council remains focused on supporting the health and wellbeing of our community through the continued operation and improvement of the Whitemark and Lady Barron community gyms.

These facilities play an important role in encouraging active lifestyles, social connection and access to local wellbeing services across the Islands. Council will continue working to ensure these spaces remain safe, accessible and sustainable for community use into the future.

Support for community-led initiatives will also continue through the Community Grants and Gunn Bequest programs. These funding opportunities provide valuable assistance to not-for-profit organisations, community groups and individuals delivering projects that strengthen community connection, encourage participation and improve access to activities, services and opportunities across the Furneaux Islands.

Grants

Council relies on support from the State and Federal Governments to help deliver the priorities identified in its Strategic Plan. With limited local resources, grant funding is critical to progressing projects, infrastructure and initiatives that support the ongoing sustainability of the Furneaux Islands. By planning ahead and keeping community needs front of mind, Council is working to balance protecting the unique island way of life while creating opportunities for the future.

Grant funded Projects in the 2026-27 financial year will include:

- Completion of Stage 1 of the Airport Revitalisation Project, including a full electrical upgrade to improve aviation safety and infrastructure reliability, along with construction of a new Airport Reporting Office (ARO). This stage lays the groundwork for future airport improvements and ongoing regional connectivity.

- Fit-out of the Sorting Shed at the Whitemark Waste Facility to improve the sorting and recovery of recyclable materials and reduce the burden going to landfill.

- Delivery of a comprehensive Housing Strategy to guide future investment and planning for worker and residential accommodation. The strategy will address housing availability and affordability, while exploring the development of Council owned land.

- Development of a Masterplan for the North East River in collaboration with the Tasmanian Parks and Wildlife Service. The Masterplan will include a camping area that emphasises sustainable design and environmental values and improve camping facilities for both locals and visitors.

- Redesign of the 'Old Hydro Building' to accommodate the Whitemark Gym, providing a recreational facility that encourages physical activity and promotes an active and healthy lifestyle.

- Council will begin trialling a small-scale biochar unit that can turn weeds, garden waste and farm prunings, including olive and vineyard cuttings, into biochar, a valuable soil amendment.

Planning and Strategic Development

Looking ahead to the 2026–2027 period, Council expects sustained demand within the planning department, with a consistent volume of enquiries and development applications. Efforts to streamline submission processes have shown positive outcomes and will continue to enhance access to planning information for applicants and the community.

At the strategic level, Council will complete a comprehensive housing strategy to guide sustainable development and address emerging housing pressures across the Island.

Subject to budget and capacity, Council aims to complete a new Structure Plan for the Municipality. Across all planning activities, Council will maintain its commitment to protecting natural assets while enabling industry and housing growth that aligns with the character and values of the Islands.

Priority Projects

Council's Priority Projects align with the Strategic Plan 2021–2031 and support a resilient, connected and prosperous future for the municipality.

The document is updated over time to reflect changing community needs, consultation outcomes, emerging opportunities and relevant State and Federal funding priorities.

Our Priority Projects for 2026–2027 are outlined below.

Infrastructure

- Upgrade the Airport Runways and associated infrastructure; and
- Reconstruct and seal 62 kilometres of main arterial roads through a staged and prioritised delivery program.

Advocacy

- Develop long-term residential accommodation options for rental and home ownership;
- Advocate for a sustainable long-term childcare solution;
- Implement an integrated waste management solution for Flinders Island;
- Collaborate with TasWater to identify and establish a long-term wastewater solution; and
- Support the development of services that enable ageing in place.

Conclusion

In preparing the Estimates for the 2026–2027 budget, Council has focused on maintaining core services that meet the needs of our community.

This year's budget recognises the rising cost of living and aims to balance affordability with the delivery of essential services, infrastructure investment, and support for a connected and sustainable community.

Warren Groves
General Manager

Public Health Goals and Objectives

Across the 2026–2027 period, Council will continue to prioritise the liveability of remote island life by safeguarding and promoting the health of residents and visitors. Public health protection remains a core Council responsibility.

The Environmental Health Officer will continue to meet Council's statutory obligations under the *Public Health Act 1997*, *Environmental Management and Pollution Control Act 1994*, and *Food Act 2003*, with the aim that essential public health standards are upheld across the Municipality.

Council's key public health objectives for 2026–2027 include:

- **School based immunisation delivery -** administering scheduled immunisation programs in partnership with education and health providers.
- **Oversight of safe food practices -** monitoring compliance and ensuring food safety across local businesses and community organisations.
- **Water quality monitoring -** continue to manage routine sampling and assessment to ensure safe recreational and potable water environments.
- **Response to environmental incidents -** managing public health nuisances and responding to environmental health concerns as they arise.

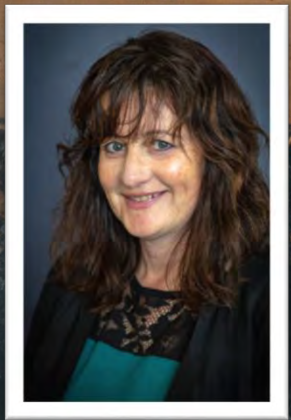
Through these actions, Council will continue to strengthen community wellbeing and maintain a safe, healthy environment that supports the unique lifestyle of the Furneaux Islands.

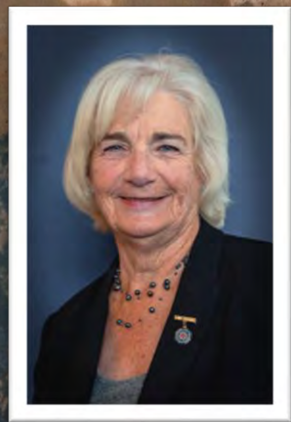
Our Vision for the Furneaux Islands' Communities

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

Councillors

Mayor	Cr Rachel Summers
Deputy Mayor	Cr Vanessa Grace
Councillors	Cr Garry Blenkhorn
	Cr Aaron Burke
	Cr Carol Cox
	Cr Ken Stockton




Top: Mayor Rachel Summers. L to R: Deputy Mayor Vanessa Grace, Councillor Garry Blenkhorn, Councillor Aaron Burke, Councillor Carol Cox, Councillor Ken Stockton

Flinders Council Staff Organisational Chart

Mayor and Councillors

General Manager

Corporate Services

Finance | Rates
Debtors | Creditors
Human Resources
Records Management
Customer Service
Staff Health & Wellbeing

Corporate Services Manager

- Senior Finance Officer
- Corporate Services Officer
- Finance Officer
- Receptionists

Community Services

Community | Events
Arts | Media & Comms
Information Technology
Grants | Funerals
Youth | Community
Health & Wellbeing
Business | Tourism
Emergency Recovery Coordinator

Community Engagement Manager

- Community Development Officer
- Audio Visual Technician
- Event Officers

Development Services

Building | Plumbing
Statutory Planning
Strategic Planning
Leases and Contracts
Environmental Health
Deputy Emergency Management Coordinator

Development Services Manager

- Development Services Officer
- Dog Control Officer

Governance

General Manager and Councillor Support
Emergency Management Coordination
Right to Information
Citizenship Ceremonies

Executive Officer

- Governance Officer

Works & Services

Roads | Drainage
Waste Management
Parks | Reserves |
Quarries
Infrastructure | WH&S

Works & Services Manager

- Waste & Town Maintenance Supervisor
- Roads Supervisor
- Resource Recovery Project Officer
- Administration Officer
- Safety Officer
- Waste Officers
- Works Officers
- Cleaner

Airport

Airport Operations
Emergency Preparedness
Airport Projects

Airport Operations Coordinator (Airport Manager - CASA)

- Airport Reporting Officers

2026/2027 Annual Budget

Profit and Loss

Flinders Council
Budget 2026-2027

Account	2026 Budget	Forecast 2026	Budget 2027
Trading Income			
Rates	3,103,814	3,120,200	3,237,849
User Fees	1,227,418	971,609	1,206,303
Operating Grants	2,413,693	3,278,401	2,712,225
Interest Income	396,152	451,786	452,987
Dividends	36,000	39,600	39,600
Contributions	0	5,000	0
Other Income	227,780	458,481	359,460
Total Trading Income	**7,404,857**	**8,325,077**	**8,008,424**
Gross Profit	**7,404,857**	**8,325,077**	**8,008,424**
Other Income			
Capital Grants	9,881,568	7,621,547	3,649,320
Other Capital Income	100,000	150,434	70,000
Total Capital Income	**9,981,568**	**7,771,980**	**3,719,320**
Operating Expenses			
Employee Costs	3,066,459	2,950,378	3,183,277
Materials & Services	2,475,648	2,729,904	3,103,446
Depreciation	2,668,610	2,797,927	2,873,209
Interest Expense	61,441	60,070	55,500
Other Expenses	182,833	248,415	255,837
Total Operating Expenses	**8,454,991**	**8,786,694**	**9,471,269**
Operating Net Profit	**(1,050,134)**	**(461,617)**	**(1,462,844)**
Net Profit (including Non Operating Revenue)	**8,931,434**	**7,310,364**	**2,256,475**

Balance Sheet

Flinders Council
Budget 2026-2027

Account	30-Jun-25	Forecast 2026	Budget 2027
Assets			
Current Assets			
Cash & Cash Equivalents	7,027,849	8,832,054	6,241,549
Trade & Other Receivables	218,242	213,947	213,947
Inventory	184,023	138,979	138,979
Investments	4,116,038	4,125,785	4,125,785
Other Assets	70,885	-	-
Total Current Assets	**11,617,036**	**13,310,765**	**10,720,260**
Non-current Assets			
Property, Plant & Equipment	85,363,154	92,568,637	96,834,549
Mineral Resource Bonds	58,500	58,500	58,500
Investment in TasWater	3,644,208	3,644,208	3,644,208
Total Non-current Assets	**89,065,862**	**96,271,345**	**100,537,257**
Total Assets	**100,682,898**	**109,582,110**	**111,257,517**
Liabilities			
Current Liabilities			
Trade Payables	572,405	453,810	476,501
Borrowings	304,654	-	-
Provisions	401,537	472,000	511,160
Contract Liabilities	2,124,523	1,934,423	-
Trusts Funds	65,955	65,955	65,955
Total Current Liabilities	**3,469,075**	**2,926,188**	**1,053,616**
Non-current Liabilities			
Borrowings	-	-	-
Provisions	3,700,637	3,748,940	3,804,440
Total Non-current Liabilities	**3,700,637**	**3,748,940**	**3,804,440**
Total Liabilities	**7,169,712**	**6,675,128**	**4,858,056**
Net Assets	**93,513,187**	**102,906,982**	**106,399,461**
Equity			
Retained Earnings	48,861,629	57,589,139	61,081,618
Asset Revaluation Reserves	44,419,072	45,085,358	45,085,358
Restricted Reserves	232,485	232,485	232,485
Total Equity	**93,513,187**	**102,906,982**	**106,399,461**

Statement of Cash Flows

Flinders Council
Budget 2026-2027

Account	2025 Actual	Forecast 2026	Budget 2027
Operating Activities			
Receipt from Rates	2,934,010	3,049,173	3,237,849
Receipts from customers	1,434,472	1,144,861	1,206,303
Contributions	55,901	5,000	0
Operating grants	2,059,785	3,430,001	2,562,225
Interest received	454,783	410,207	452,987
Dividends received	43,200	46,800	39,600
Cash receipts from other operating activities	222,955	463,905	359,460
Payments to Suppliers	(2,680,435)	(2,947,117)	(3,327,781)
Payments for Employee Costs	(2,664,778)	(2,965,215)	(3,144,117)
Finance costs	(13,164)	(4,570)	(55,500)
Cash payments from other operating activities	(155,997)	(189,038)	(255,837)
GST	443,684	628,304	300,000
Net Cash Flows from Operating Activities	**2,134,415**	**3,072,310**	**1,375,189**
Investing Activities			
Payment for property, plant and equipment	(5,547,684)	(8,556,185)	(5,750,591)
Proceeds from disposal of assets	317,750	107,775	70,000
Receipt from Capital Grants	3,300,601	7,489,833	1,714,897
Transfers to financial assets	(2,005,268)	(4,874)	-
Net Cash Flows from Investing Activities	**(3,934,600)**	**(963,451)**	**(3,965,694)**
Financing Activities			
Proceeds from / (repayment) of loans	(48,768)	(304,654)	-
Proceeds from trust funds & deposits	-	0	-
Net Cash Flows from Financing Activities	**(48,768)**	**(304,654)**	**-**
Net Cash Flows	**(1,848,953)**	**1,804,205**	**(2,590,505)**
Cash and Cash Equivalents			
Cash and cash equivalents at beginning of period	8,876,802	7,027,849	8,832,054
Net change in cash for period	(1,848,953)	1,804,205	(2,590,505)
Cash and cash equivalents at end of period	7,027,849	8,832,054	6,241,549

Capital Works Budget 2026/2027

Flinders Council

Description	Estimated Carried Forward Amount 30/06/2026	New Budget Items 2026/2027	Total Budget 2027	Comments
Roads and Footpaths				
Roads - Resheeting				
Resheeting Program 2027		537,170	537,170	
Total Resheeting	**-**	**537,170**	**537,170**	
Roads - Footpaths				
Footpath Replacements Whitemark		50,000	50,000	
Total Footpaths	**-**	**50,000**	**50,000**	
Roads - Resealing				
Road Resealing Program	300,000	130,000	430,000	Subject to State Growth Program
Total Resealing	**300,000**	**130,000**	**430,000**	
Roads - Formation/Reconstruct/Stabilisation				
Roadside Drainage		150,000	150,000	
Road Construction - Whitemark Waste Facility		200,000	200,000	
Total Formation/Reconstruction/Stabilisation	**-**	**350,000**	**350,000**	
-				
Total Roads and Footpaths	**300,000**	**1,067,170**	**1,367,170**	
Bridges & Culverts				
2026 Bridge Renewal Program		150,000	150,000	Bridge and culvert repairs, barriers, signage etc per Auspan reports
Total Bridges	**-**	**150,000**	**150,000**	
Stormwater				
Stormwater renewal Esplanade Whitemark		35,000	35,000	Renew stormwater culvert from roadside to esplanade
Total Stormwater	**-**	**35,000**	**35,000**	
Airport				
Upgrade Runway Lighting, Generator, Switchboard, Office, Remove Old Office, Upgrade Navigation System	1,728,698		1,728,698	Federal Grant $2.68m, State grants $320k received Dec 2025
Replace footpath, alongside RFDS Shed		5,000	5,000	
Total Airport	**1,728,698**	**5,000**	**1,733,698**	
Plant				
Small Plant		10,000	10,000	
Replace - John Deere 6330 Tractor - PM25TT		160,000	160,000	Resale price on JD6330 50k
Replace - Fuso Canter Truck- PM42TK		160,000	160,000	Est sale 20 k
New - Small emulsion sprayer - Airport		16,000	16,000	Keep old unit
Total Plant	**-**	**346,000**	**346,000**	

Capital Works Budget 2026/2027

Flinders Council

Description	Estimated Carried Forward Amount 30/06/2026	New Budget Items 2026/2027	Total Budget 2027	Comments
Buildings & Facilities				
B&F - Grant Funded Projects				
Recreational Fishing and Camping Facilities	88,908		88,908	
MAST funded projects	111,915		111,915	Project to be determined post community consultation.
Flinders Island Housing Strategy	500,000		500,000	State Grant Funded
Emergency Works - Whitemark Boat Ramp	82,899	186,681	269,580	Partially grant funded
Emergency Works - Port Davies Boat Ramp	40,000		40,000	Partially grant funded
Emergency Works - Replace Airport Fuel Sampling Shed (storm damage)	24,520		24,520	Partially grant funded
Total Grant Funded Projects	**848,242**	**186,681**	**1,034,923**	
Council Funded B&F Projects				
Industrial Subdivision		140,000	140,000	Infrastructure component
Canns Hill Subdivision		50,000	50,000	Stage 2
Veterinary Facility		100,000	100,000	$100k - fitout equipment
Esplanade Rd - Steps/Ramp to Public Toilet	35,000		35,000	Subject to securing grant funding
Cape Barren Island	17,189	30,000	47,189	
Dog Pound	30,000		30,000	
Lady Barron Boating Facility - Waste Stand		5,000	5,000	
Total Council Funded B&F	**82,189**	**325,000**	**407,189**	
Total Buildings & Facilities	**930,432**	**511,681**	**1,442,113**	
Waste And Recycling				
Waste - Forklift, bins, and shed (recycling)		564,500	564,500	Subject to grant funding will require 25% Council contribution
Waste - Community Biochar Incinerator (mobile)	8,110		8,110	
Waste Resource operationalise		80,000	80,000	Equipment for handling waste, may reduce if grant successful
Total Waste	**8,110**	**644,500**	**652,610**	
IT, Furniture & Fittings, Intangibles				
2027 IT Replacement & New Equipment		24,000	24,000	
Total IT, Furniture & Fittings	**-**	**24,000**	**24,000**	
Total Capital	**2,967,240**	**2,783,351**	**5,750,591**	

Strategic Principles and Focus Areas

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

1. **Community Engagement** – encourage and value community contribution.

2. **Island Heritage and Character** – retain and enhance our heritage, cultural traditions and community spirit.

3. **Environment, Waste and Sustainable Land Use Practices** – value our unique natural environment and encourage sustainable industries, lifestyle and practices.

4. **Service Quality** – provide service excellence, efficiently and effectively, and within our means.

5. **Transparency** – make professional and transparent decisions, communicated and implemented in the interest of the Community.

6. **Governance and Financial Responsibility** – ensure compliance with government regulations and Council's guiding plans: Strategic Plan, Long-Term Financial Management Plan and Long-Term Asset Management Plan.

7. **Sustainability** – strive for sustainability in the social / community, economic / business, and built / natural environments.

8. **Continuous improvement** – Ensure ongoing, documented, continuous improvement processes.

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

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

2026/2027 Annual Plan Actions

FLINDERS COUNCIL ANNUAL PLAN FOR **BUDGET 2026 - 2027**

Action No.	Action	Focus Areas	Strategic Outputs	Key Performance Indicators
AP-01	Develop a **Housing Strategy** to guide affordable, long-term residential rental and home ownership options across the municipality.	**1. Liveability** **1.1** A viable population that enables the necessary services and activities required for the Community to prosper. **1.3** Development and land use planning guidelines that promote balance between our built and natural environments.	**1.1.1** Encourage and support an increased supply of housing for long-term residential rental and purchase.	• **Housing Strategy completed and adopted by Council.**
AP -02	Progress the release and development of **Council owned land** to support long-term **residential housing supply.**	**1. Liveability** **1.1** A viable population that enables the necessary services and activities required for the Community to prosper. **1.3** Development and land use planning guidelines that promote balance between our built and natural environments.	**1.1.1** Encourage and support an increased supply of housing for long-term residential rental and purchase.	• **Virieux Road Subdivision Stage 1 completed.** • **Virieux Road Subdivision Stage 2 completed.**
AP-03	**Develop the Holloway Park Masterplan** to guide future use and investment.	**1. Liveability** **1.2** A harmonious and healthy community actively engaged in employment, recreation, volunteering, arts and culture **3. Economy/Business** **3.1** Ongoing opportunities across all business sectors to future-proof the critical needs of the islands.	**1.2.1** Provide recreational facilities and assist community groups to encourage an active and healthy lifestyle. **3.1.1** Support and encourage innovation in business and industry through partnerships, infrastructure provision and support services.	• **Community consultation completed.** • **Concept Plan finalised and endorsed by Council.**
AP-04	Progress agreed works for the **additional Whitemark Boat Ramp and Jetty Extension**	**2. Accessibility/Infrastructure** **2.2** Safe and reliable air and sea access to the Islands.	**2.2.2** Engage with key stakeholders to support and improve commercial and community sea access.	• **Agreed works commenced.**
AP-05	Renew and improve **footpaths, gutters and ramps in Whitemark and Lady Barron**	**2. Accessibility/Infrastructure** **2.1** Quality public infrastructure, roads and footpaths.	**2.1.1** Maintain a network of safe roads and pedestrian pathways that recognises the changing needs of the Community. **2.1.2** Create townships that are attractive and welcoming through improvements to community infrastructure	• **Priority footpath, gutter and ramp renewal works completed.** • **Pedestrian and all-abilities access improved.**

FLINDERS COUNCIL ANNUAL PLAN FOR **BUDGET 2026 - 2027**

Action No.	Action	Focus Areas	Strategic Outputs	Key Performance Indicators
AP-06	**Whitemark and Port Davies Boat Ramps** repair storm damage.	**2. Accessibility/Infrastructure** **2.2** Safe and reliable air and sea access to the islands. **2.3** Council assets/land maintained and utilised effectively.	**2.2.2** Engage with key stakeholders to support and improve commercial and community sea access.	• **Whitemark boat ramp repairs completed.** • **Port Davies boat ramp repairs completed.**
AP-07	Complete the v**eterinary facility fit-out** and progress a sustainable operating model for **regular veterinary services.**	**1. Liveability** **1.1** A viable population that enables the necessary services and activities required for the Community to prosper.	**1.1.4** Support provision of services to attract families as residents.	• **Facility fit-out and required equipment completed.** • **Sustainable operating model progressed to support regular island-based veterinary services.**
		3. Economy/Business **3.1** Ongoing opportunities across all business sectors to future-proof the critical needs of the islands.	**3.1.1** Support and encourage innovation in business and industry through partnerships, infrastructure provision and support services.	
AP-08	Work with **Cape Barren Island** community to identify priority projects and support advocacy and delivery planning.	**4. Good Governance** **4.1** An organisation that provides good governance, effective leadership and high-quality services, within our means.	**4.1.2** Improve communication channels between Council and Community to foster greater community participation and outcomes.	• **Cape Barren Island project list developed for advocacy.** • **Allocated annual projects progressed.**
AP-09	Develop a **Community Engagement Framework** for communities across the Furneaux Group of islands.	**4. Good Governance** **4.1** An organisation that provides good governance, effective leadership and high-quality services, within our means.	**4.1.2** Improve communication channels between Council and Community to foster greater community participation and outcomes.	• **Community Engagement Framework adopted by Council.**
AP-10	Explore **shared services** with other Tasmanian councils and implement digital solutions.	**4. Good Governance** **4.1** An organisation that provides good governance, effective leadership and high-quality services, within our means.	**4.1.1** Council meets its statutory obligations to manage risk, achieve financial sustainability and model good governance. **4.1.4** Collaborate with King Island Council, other councils and stakeholders to improve efficiencies and advocacy.	• **Shared service and digital solution opportunities identified and evaluated.** • **Recommended solutions implemented where value to Council is demonstrated.**

FLINDERS COUNCIL ANNUAL PLAN FOR **BUDGET 2026 - 2027**

Action No.	Action	Focus Areas	Strategic Outputs	Key Performance Indicators
AP-11	Review and update the **DRAFT Flinders Structure Plan (2016)** in accordance with current State guidelines.	**1. Liveability** **1.3** Development and land use planning guidelines that promote balance between our built and natural environments.	**1.3.1** Promote and support sustainable activities to conserve the islands natural and agricultural environments **1.3.2** Develop a current Flinders Structure Plan for the Municipality.	• **Draft Structure Plan approved for community consultation.**
AP-12	Develop the **Waste Management Masterplan** and establish the Sorting Shed to improve resource recovery and waste operations.	**2. Accessibility/infrastructure** **2.4** Compliant, integrated waste management program that is cost-effective	**2.4.1** Review and Implement Councils Waste Management Strategy in line with relevant legislation, codes of practice and policy. **2.4.2** Deliver, support and partner in community waste education initiatives that encourage waste reduction, recycling, reuse and circular economy practices across the Furneaux Islands.	• **Waste Management Masterplan adopted by Council.** • **Sorting Shed operational.** • **Waste oil drop off and collection areas upgraded.**
		4. Good Governance **4.1** An organisation that provides good governance, effective leadership and high-quality services, within our means.	**4.1.1** Council meets its statutory obligations to manage risk, achieve financial sustainability and model good governance.	
AP-13	Promote **sustainable water use** through community education and awareness campaigns	**1.** Liveability **1.5** Reliable and sustainable water security that strengthens community resilience, public health and environmental balance	**1.5.1** Promote sustainable water use through education and awareness campaigns. **1.5.2** Collaborate with stakeholders to strengthen water security and prepare for climate change impacts.	• **Community education and awareness campaign delivered.**
AP-14	**Partner with community groups, organisations and local stakeholders to deliver events** that support community connection and participation.	**1. Liveability** **1.1** A viable population that enables the necessary services and activities required for the Community to prosper. **1.2** A harmonious and healthy community actively engaged in employment, recreation, volunteering, arts and culture	**1.2.1** Provide recreational facilities and assist community groups to encourage an active and healthy lifestyle. **1.2.2** Maintain and develop partnerships with Arts and Cultural organisations and support activities, projects and events that provide opportunities for community involvement and creative expression.	• **Furneaux Islands Festival delivered.** • **Youth and community events delivered.**

FLINDERS COUNCIL ANNUAL PLAN FOR **BUDGET 2026 - 2027**

Action No.	Action	Focus Areas	Strategic Outputs	Key Performance Indicators
AP-15	Secure and establish the **Whitemark Gym** as an accessible community recreation facility.	**1. Liveability** **1.2** A harmonious and healthy community actively engaged in employment, recreation, volunteering, arts and culture	**1.2.1** Provide recreational facilities and assist community groups to encourage an active and healthy lifestyle.	• **Whitemark Gym site secured** • **Whitemark Gym operational.**
AP - 16	**Improve access to Council and visitor information** through updated digital channels and maintained non-digital options.	**3. Economy/Business** **3.3** A visitor economy that embraces regenerative tourism principles.	**3.3.1** Encourage and support positive impact and regenerative visitor experiences that create conditions for people and places to thrive.	• **Council website reviewed and updated.** • **Essential Council information available in both digital and non-digital formats.**
		4. Good Governance **4.1** An organisation that provides good governance, effective leadership and high-quality services, within our means.	**4.1.2** Improve communication channels between Council and Community to foster greater community participation and outcomes.	
AP-17	Review and update the **Flinders Island Airport Masterplan.**	**2. Accessibility/Infrastructure** **2.2** Safe and reliable air and sea access to the islands	**2.2.1** Review and update the Flinders Airport Masterplan.	• **Technical Airport (CASA) Masterplan commenced.**
AP-18	Complete a **cemetery audit** to improve records, asset management and long-term cemetery planning.	**4. Good Governance** **4.1** An organisation that provides good governance, effective leadership and high-quality services, within our means.	**4.1.1** Council meets its statutory obligations to manage risk, achieve financial sustainability and model good governance.	• **Audit completed for Whitemark, Lady Barron and Settlement Point cemeteries.** • **Cemetery records updated.**
AP-19	Construct and establish a compliant **dog pound** for animal management and community safety.	**1. Liveability** **1.1** A viable population that enables the necessary services and activities required for the Community to prosper.	**1.1.4** Support provision of services to attract families as residents.	• **Compliant dog pound constructed and operational.**
		4. Good Governance **4.1** An organisation that provides good governance, effective leadership and high-quality services, within our means.	**4.1.1** Council meets its statutory obligations to manage risk, achieve financial sustainability and model good governance.	
AP-20	Complete **stormwater asset mapping** for Whitemark and Lady Barron to improve asset data and drainage planning.	**2. Accessibility/Infrastructure** **2.3** Council assets/land maintained and utilised effectively.	**2.3.2** Finalise and implement the Asset Management Plan, maintenance schedules and disposal procedures to meet audit and governance requirements.	• **Stormwater asset mapping report completed for Whitemark and Lady Barron.**
		4. Good Governance **4.1** An organisation that provides good governance, effective leadership and high-quality services, within our means.	**4.1.1** Council meets its statutory obligations to manage risk, achieve financial sustainability and model good governance.	

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