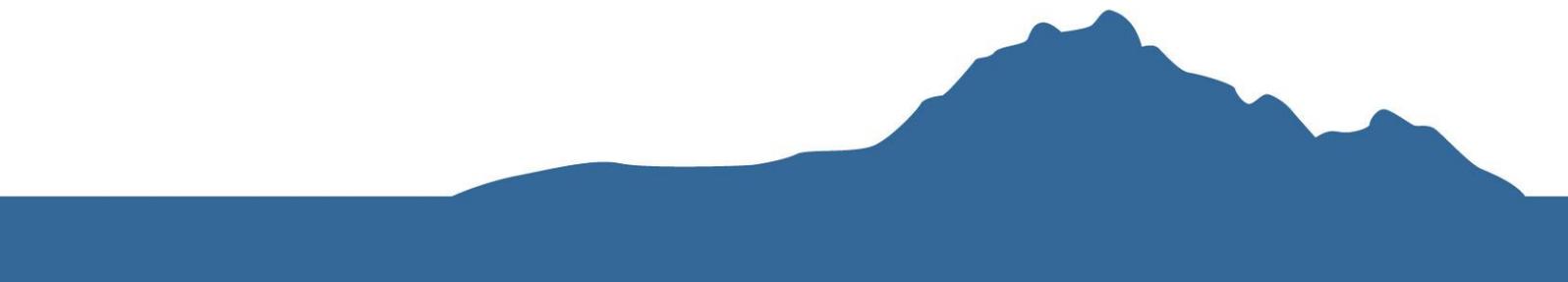




Annual Plan

Year ending 30 June 2015



GENERAL MANAGER'S SUMMARY

It is a privilege to present the 2014/15 Flinders Council Annual Plan.

Flinders Council continues to work collaboratively towards improving the economy, our quality of life, environment, assets, infrastructure and 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 2014/15.

The 2014/15 Annual Plan and Estimates document 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.

The 2014/15 year will see Council continue to invest in capital projects such as the expansion of the apron and taxiway at the Airport; a major reseal of the Palana Road; investment in the renewal of community assets such as the Emita Hall, Lady Barron Hall and Whitemark Foreshore; and a major investment into the improvement of waste management services. Council will continue to advocate for improvements to water quality in our major towns and renewable energy investment and seek funding to complete a major rebuild of the main runway at the Whitemark Airport.

The Federal Government has frozen the indexation of Financial Assistance Grants for the years ahead and this will have a negative impact on the revenue available to deliver services. This, combined with low interest rate returns on investments, sees revenue growth continue to be a challenge. With the ever growing State based regulatory compliance requirements expected of Local Government, finding further cost saving measures at an operational level while meeting these requirements is exceptionally challenging and comes at the cost of delivering on- ground services.

Our commitment to ongoing organisational and governance improvement and efficiencies is underlined by a number of initiatives within our 2014/15 Annual Plan. The refinement of the risk management framework, long term financial and asset management plans, business planning framework, records and financial management systems and the refinement of the integrated performance management and reporting system will further improve the delivery of responsible, transparent, effective, compliant and efficient services to our community.

The year ahead will continue to see Council focus on improving engagement with and support to our community at a grass roots level. This is primarily based on the belief that our community can positively shape its own future through connected efforts and the sharing of responsibility between individuals, organisations, businesses and all levels of government.

A continued emphasis on supporting community groups, volunteers and events on the island to grow and flourish will be provided. 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 support for increased events and activities in and around these community assets.

Council recognises the need to grow our population, support existing and new businesses and enhance our quality of life. The Annual Plan 2014/15 proposes a range of projects and initiatives to continue to work towards these goals. These are outlined in detail within the Annual Plan actions. With the first “all in all out” election due in October 2014, Council is committed to the development of a new Strategic Plan and associated operational plans in the period post the election.

After many years of financial and organisational consolidation, the year ahead will be one based on the delivery of much needed infrastructure upgrades for the community we serve. With a small but committed staff team and a cohesive Councillor leadership group, Council is well placed to provide cost effective and fit for purpose services to our community in the year ahead.



Raoul Harper
General Manager

FLINDERS COUNCIL ANNUAL PLAN

Flinders Council's Annual Plan for the 2014/2015 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; and
- includes a summary of the major strategies to be used in relation to the Council's public health goals and objectives.

In 2014/15 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 2014/15 Financial Year

Estimated Revenue of the Council	\$4,337,526
Estimated Expenditure of the Council (Includes Depreciation Expense of \$ 1,359,000)	\$5,826,824
Estimated Borrowings by the Council	None
Estimated Capital Works of the Council	\$3,398,417

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

Manager: Raoul Harper

Corporate

Manager: Sophie Pitchford

Community

Coordinator: Jana Harper

Development

Coordinator: Jacci Viney

Strategic Planner: Robyn Cox

Infrastructure

Works & Services Manager: Brian Barnewall

Airport Manager: Jeff Grace

ORGANISATIONAL OVERVIEW

DEPARTMENT: GOVERNANCE

Business Unit: Governance

Service Profile: 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
WH&S / Risk Management

DEPARTMENT: COMMUNITY

Business Unit: Community & Economic Development

Service Profile: Culturally Rich and Vibrant Communities
Democratic and Engaged Communities
Dynamic Resilient Local Economies
Healthy, Safe and Inclusive Communities
Business Support
External Stakeholder Engagement
Priority Projects

DEPARTMENT: DEVELOPMENT

Business Unit: Development Services

Service Profile: Animal Control
Building
Environmental Health
Immunisation
Planning
Projects

DEPARTMENT: INFRASTRUCTURE

Business Unit: Airport

Service Profile: Asset Management
 General Operations

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 2014/2015 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 use the resources available to Council. The Plan, of course, is subject to regular review. It will be the benchmark for senior management and Council to appraise organisational performance and strategic direction.

OUR STRATEGIC FOCUS AREAS

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 biodiversity. As a key element of the “Flinders Brand” it is essential that we factor this natural environment foundation into our decisions and actions.

The key deliverable for the year ahead will be a focus on the improvement of waste management in the islands. Council needs to bring waste management services into line with modern expectations and moreover comply with its legislated responsibilities. Changes to transfer stations and how they function will be a key deliverable for the year ahead and Council will continue to explore the expansion of recycling initiatives and the transfer of some waste streams off island.

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.

Strategic Direction 1.1: Promote environmentally sustainable practice.

Output 1.1.1 Community education and communication

No.	Action	Business Unit
1.1.1.1	Promote opportunities for community awareness and education of Natural Resource Management activities via Council's communication tools.	Community & Economic Development

Output 1.1.3 Community engagement in environmental projects

No.	Action	Business Unit
1.1.3.1	Actively seek to identify and promote opportunities to encourage community participation in environmental projects.	Community & Economic Development

Output 1.1.4 Environmental sustainability of Council programs and operations

No.	Action	Business Unit
1.1.4.1	Improve weed management within council land and work towards best practice approach within the confines of available budget allocations.	Asset Management

Output 1.1.5 Transition to sustainable Solid Waste Management Systems

No.	Action	Business Unit
1.1.5.1	Close existing facility at Lady Barron and establish a new Lady Barron waste transfer station.	Asset Management
1.1.5.2	Communicate with 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.	Asset Management
1.1.5.3	Facilitate the completion and delivery of a Waste Management Strategy for the islands.	Asset Management
1.1.5.4	Implement changes recommended by the Environmental Protection Agency to Whitemark landfill site within the confines of available budget allocations.	Asset Management
1.1.5.5	Initiate recycling programs that are financially sustainable, user friendly and environmentally appropriate for our remote situation.	Asset Management

Strategic Direction 1.2: Design land use and development policies that balance environmental, economic and social outcomes.

Output 1.2.1 Clarify principles, policies and specific criteria that can be integrated in levels of planning mechanisms

No.	Action	Business Unit
1.2.1.1	Prepare a Land Use Strategy that links the Structure Plan with the draft Interim Planning Scheme and includes planning principles and policy.	Development Services

Strategic Direction 1.3: Enhance access to and use of environmental assets to ensure values are recognised.

Output 1.3.1 Protect and as required formalise public access to coastal and inland areas

No.	Action	Business Unit
1.3.1.1	Identify opportunities to achieve public access to coastal and inland areas as part of the local area planning process.	Development Services
1.3.1.2	Initiate a review of Crown Land with strategic value on Flinders Island and, where deemed necessary to deliver local services, seek transfer of relevant parcels to Council.	Development Services
1.3.1.3	Work with Government agencies and land owners to improve access to and maintenance of tracks in key coastal areas, including the access track to White Beach.	Development Services

Output 1.3.2 Provide residential, tourism and recreational opportunity adjacent to environmental assets where the necessary balance can be achieved

No.	Action	Business Unit
1.3.2.1	Coordinate planning and implementation of the Whitemark Foreshore improvements to enhance public access to the Whitemark Foreshore and increase public amenity.	Community & Economic Development
1.3.2.2	Finalise a development plan for the Council owned Manns Pitt site and present options to Council for formal consideration.	Development Services
1.3.2.3	Identify and explore residential, tourism and recreational opportunities through strategic land use planning. Facilitate such opportunities through planning policy and ordinances in the draft Interim Planning Scheme.	Development Services

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 capital program proposed for the year ahead includes a major resealing program on the Palana Road and the ongoing maintenance of our gravel road network. Ongoing investment into waste management facilities and service provision is also proposed for the year ahead.

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 of 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 the Flinders municipal area, physical access is critical. Council supports this critical aspect of island life through the ownership and maintenance of the Whitemark Airport, a CASA certified facility. Working from a comprehensive Airport Master Plan Council has previously delivered major upgrades to the drainage system at the airport and a new Royal Flying Doctor Service facility to support the transport of injured or ill members of the community to services off island. The year ahead will see the expansion of the apron and taxiway combined with ongoing efforts to gain funding for the rebuild of the main runway.

Water supply has been incorporated into the new Statewide TasWater 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 Flinders Island into the future. Water quality continues to be an issue for the community and Council will advocate for new water treatment plants for both Whitemark and Lady Barron to mitigate the health issues apparent with the existing water supply.

Flinders municipal area has the highest proportion of community facilities per head of population in the northern region of Tasmania. The delivery of a comprehensive Recreational and Community Facilities Assessment and Preliminary Infrastructure Plan was completed in 2014 and this will now inform investments into the upgrade of the Emita Hall, works on the Whitemark Foreshore, planning for the redevelopment of the Lady Barron Hall, public toilet replacements and upgrades across the island, exploration of a partnership approach to the redevelopment of the Flinders Island Sports and RSL Golf Club, marine facilities developments in the Lady Barron area and a range of other projects outlined in the annual plan actions listed.

The year ahead will continue to see Council allocate significant funds and effort into the 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 .

Strategic Direction 2.1: Identify infrastructure objectives, standards for assets and develop a viable, asset lifecycle management and operational model.

Output 2.1.1 Review options for change in ownership of road network elements – major and highly localised

No.	Action	Business Unit
2.1.1.1	Deliver a Transport Asset Management Plan.	Corporate Services

Output 2.1.2 Review community facility portfolio with the view of developing a profile that matches contemporary and emerging needs

No.	Action	Business Unit
2.1.2.1	Assess the feasibility of incorporating the existing TasPorts jetty and shed at Whitemark into the Foreshore Master Plan (and Council ownership), and potential uses for these facilities by the community. Where there is shown to be clear community benefits from taking on the TasPorts jetty and shed at Whitemark, and if there is in principle support for them to be transferred to Council by TasPorts, undertake an independent engineering assessment of these facilities to understand condition and any ongoing maintenance and liability issues.	Asset Management
2.1.2.2	Facilitate community consultation, engagement and participation regarding actions arising from the 2013/2014 Flinders Island Recreational and Community Facilities Assessment and Preliminary Infrastructure Plan.	Community & Economic Development
2.1.2.3	In consultation with MAST and local user groups, develop a Recreational Boating and Fishing Plan for Flinders Island to guide the ongoing operation, maintenance and future provision for recreational boating and fishing facilities.	Community & Economic Development

Output 2.1.3 Airport Master Plan

No.	Action	Business Unit
2.1.3.1	Develop a Condition of Use for all airport tenants - the regular passenger transport (RPT) and charter operators, hire car operators and leased aircraft hangers.	Airport
2.1.3.2	Ensure all CASA Audits, including annual technical inspection, airport lighting audit and the obstacle limitation survey are satisfactorily completed and met within regulated timeframes.	Airport
2.1.3.3	Seek the sale and removal of the 'house' building from the Airport, ensuring the site is remediated as part of sale conditions to allow for an alternative future use of the site.	Airport

2.1.3.4	Undertake regular CASA compliance duties to meet CASA guidelines and timeframes, including manual upgrades, safety management systems, emergency exercises, bird and wildlife management, runway safety and airport lighting and hazard lighting.	Airport
2.1.3.5	Finalise, adopt and implement the Airport Business Plan.	Asset Management

Output 2.1.4 Capital Works Program

No.	Action	Business Unit
2.1.4.1	Achieve a minimum of 85% of the agreed Capital works program for the Airport.	Airport
2.1.4.2	Achieve a minimum of 80% of the agreed Capital Works Program for asset management.	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

No.	Action	Business Unit
2.2.1.1	Meet all grant fund milestones for the delivery of the apron and taxi way expansion works.	Airport
2.2.1.2	Purchase excavator to enable ongoing runway repairs to ensure safety of aircraft users.	Airport
2.2.1.3	Relocate the existing general aircraft apron to the northern side of fuel storage area and include a new security gate for general aircraft users.	Airport
2.2.1.4	Replace carpet in the Airport Terminal.	Airport
2.2.1.5	Finalise Feasibility Study into the development of a Waste Effluent Processing facility and present recommendations to Council.	Asset Management
2.2.1.6	Finalise land transfers from the State Government to Council for the newly constructed Port Davies Boat Ramp. Following completion of the land transfer, add the land and built assets for the Port Davies Boat Ramp to Council's asset register.	Asset Management
2.2.1.7	In consultation with users develop a costed and prioritised schedule of works for the combined upgrades and modifications to the Lady Barron Hall for Council consideration.	Asset Management
2.2.1.8	In consultation with users of the Whitemark Showgrounds, develop a costed and prioritised schedule of works for Council consideration.	Asset Management

2.2.1.9	Purchase and develop Lughrata Gravel Quarry under the Quarry Code of Practise 1999 to ensure adequate gravel supplies into the future.	Asset Management
2.2.1.10	Purchase and erect a machinery shed at the Depot for added weather protection of Council plant and equipment.	Asset Management
2.2.1.11	Reconstruct and seal the equivalent of 1 kilometre of Palana Road and reseal 11 kilometres of bitumen road.	Asset Management
2.2.1.12	Support Flinders Island Regional Arts to develop a management plan for the "Strait Works" facility, including a works plan for any upgrades or modifications.	Asset Management
2.2.1.13	Undertake necessary minor works to improve the tennis courts (i.e. nets, surface repairs) at the Lady Barron tennis courts.	Asset Management
2.2.1.14	Undertake required works to initiate and complete the upgrade of the Whitemark Jetty and Boat Ramp.	Asset Management
2.2.1.15	Assist to coordinate the upgrades to the Emita Hall.	Community & Economic Development
2.2.1.16	Coordinate the implementation of agreed works to Whitemark Foreshore that include the provision of a BBQ shelter, installation of permanent exercise equipment and landscaping.	Community & Economic Development
2.2.1.17	In conjunction with the Parks and Wildlife Service, install a toilet at Killiecrankie Recreation Area.	Development Services
2.2.1.18	Replace the water tank at Yellow Beach and install a toilet in conjunction with the Parks and Wildlife Service.	Development Services
2.2.1.19	Design and install new signage for the Palana and Port Davies Boat Ramps.	Asset Management

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

No.	Action	Business Unit
2.3.1.1	Develop, submit and secure annual shipping contingency funding via the Tasmanian State Government and manage the implementation of projects funded in the preceding year's allocations.	Community & Economic Development
2.3.1.2	Seek the implementation of the Renewable Energy Plan.	Community & Economic Development
2.3.1.3	Work with Sharp Airlines to increase visitation to Flinders Island.	Community & Economic Development
2.3.1.4	Ensure ongoing communication with TasWater and assist in providing health and community advice on water quality issues.	Development Services

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

No.	Action	Business Unit
2.4.1.1	Incorporate findings of the Whitemark footpath assessment into the Long Term Asset Management Plan.	Asset Management
2.4.1.2	Map all existing storm water infrastructure to inform the development of a Storm Water Management Plan to be delivered in 2015/2016.	Asset Management
2.4.1.3	Undertake risk assessment of all Council Bridge Railings. Provide a replacement schedule for Council consideration and incorporation into the long term asset management plan.	Asset Management
2.4.1.4	Undertake a comprehensive review of Council’s asset register to validate and update details; review and amend asset classes/components; ensure all asset values are up to date; and, recalculate the depreciation schedule.	Corporate Services

Output 2.4.2 Review infrastructure management and operational procedures as basis of introduction of continuous improvement system

No.	Action	Business Unit
2.4.2.1	Continue to review road resealing program and procedures to identify possible savings through new technologies and delivery systems.	Asset Management
2.4.2.2	Employ additional full time staff member for Town Maintenance, Waste Management and other duties whilst decreasing overtime costs.	Asset Management
2.4.2.3	Identify possible further use of Council machinery in niche areas to provide additional income.	Asset Management
2.4.2.4	Use Council owned machinery and labour to reinstate gravel pits and landfill sites as well as fire mitigation where necessary.	Asset Management
2.4.2.5	Continue to work with Council staff, relevant Council Special Committees and the community to ensure all usage procedures for community facilities are compliant with Council's policies.	Community & Economic Development

Output 2.4.3 Service standards are provided in line with asset management plan and budget allocations provided by Council

No.	Action	Business Unit
2.4.3.1	Deliver works program at the service standards provided for in the long term asset management plan.	Asset Management
2.4.3.2	Roads, bridges and culverts are maintained and managed in line with budget allocations provided and annual AuSpan recommendations.	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 values while also encouraging private investment and encourage 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 continued work on a new Planning Scheme for the islands after some 4 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 but Council is wary that what is proposed at planning level for urban Tasmania may not be ideal for our own needs. Council continues to advocate the State Government to allow an “island specific” approach to planning and development reform and the year ahead will be an important one to push this critical approach further and hopefully see a new planning scheme fit for our needs implemented.

Council will deliver a comprehensive Land Use Plan and Rural Living Strategy in the year ahead. 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 projected sea level rise and fire management planning and what implications this data will have for our communities. This work will inform future land use policy and on ground works.

Strategic Directions

- 3.1 Utilise best practice planning principles in conjunction with Flinders Council’s 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.

Strategic Direction 3.1: Utilise best practice planning principles in conjunction with Flinders Council’s 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.

No.	Action	Business Unit
3.1.1.1	Engage with communities in order to deliver specific area plans and to verify planning principles developed for the land use strategy.	Development Services

Strategic Direction 3.2: Promote development of specific purpose precincts (such as rural living and 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.

Output 3.2.1 Undertake work to develop local area plans, rural living strategy and support business and residential development

No.	Action	Business Unit
3.2.1.1	Prepare a rural living strategy based on strategic planning and the outcomes of the enterprise capability investigations and data collected during the strategic land use planning processes.	Development Services

Strategic Direction 3.4: Facilitate rehabilitation of underused sites to encourage higher value development and improve amenity.

Output 3.4.1 Identify strategic sites and facilitate rehabilitation as appropriate

No.	Action	Business Unit
3.4.1.1	Develop a Derelict Buildings Register and facilitate remedial works on priority sites if a public health or safety risk can be verified.	Development Services
3.4.1.2	Undertake remedial works at the “Summer Camp” shed if funds become available.	Development Services

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

No.	Action	Business Unit
3.5.1.1	Assist planning staff with community engagement and consultation on the Specific Area Plans.	Community & Economic Development
3.5.1.2	Continue to work on the draft Interim Planning Scheme.	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

No.	Action	Business Unit
3.6.1.1	Build a constructive relationship with West Tamar Council for advice, support and service delivery related to planning and building functions.	Development Services
3.6.1.2	Develop and implement Standard Operating Procedures to mitigate risk and to ensure timelines are met /exceeded and legal non-compliance is removed.	Development Services
3.6.1.3	Process Development Applications and undertake planning administration in a timely and financially efficient manner while maintaining quality customer liaison and providing qualified advice at all times.	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.

Self-reliant communities are more resilient in a changing environment and achieve better outcomes for all. 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 recognising the critical value of supporting community resilience by building capacity, encouraging local leadership, participation and collaboration.

Council continues its focus on supporting the community at a grass roots level recognising that our community can positively shape its future through connected effort 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 the community. Community development, therefore, helps individuals and groups to further their potential and organise 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. 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 committees 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 adds significant experience and project management skills to the organisation 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 in the islands;
- 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 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.

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 immunization

No.	Action	Business Unit
4.1.1.1	Provide and maintain a Funeral Service for the Flinders Island Community that meets public and occupational health and safety standards.	Corporate Services
4.1.1.2	Assist with the implementation of Immunisation Programs and maintain a register of participants.	Development Services
4.1.1.3	Complete annual health and safety audits of Council's built assets to ensure compliance of Council and public buildings.	Development Services
4.1.1.4	Ensure asbestos transport and disposal is undertaken in compliance with the Environmental Protection Agency guidelines and operating conditions.	Development Services
4.1.1.5	Implement a recreational water sampling program by undertaking beach water sampling at major swimming areas and areas of stormwater outfall in the summer period to ensure safe recreational water use by the community.	Development Services
4.1.1.6	Provide a structured inspection program for all environmental health related facilities and activities and provide support as required.	Development Services
4.1.1.7	Source or develop and implement programs to mitigate major environmental health identified risks as required.	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

	Action	Business Unit
4.2.1.1	Complete a Fire Area Management Plan in conjunction with TasFire and submit to the State Fire Management Council for endorsement by October 2014.	Community & Economic Development
4.2.1.2	Coordinate a Risk Assessment Workshop prior to December 2014.	Community & Economic Development
4.2.1.3	Coordinate a UHF coverage map for Flinders and Cape Barren Islands.	Community & Economic Development

4.2.1.4	Provide Executive Officer support to Flinders Emergency Management Committee.	Community & Economic Development
4.2.1.5	Review Flinders Municipal Emergency Management Plan by March 2015.	Community & Economic Development
4.2.1.6	Support Recovery Coordinator in developing evacuation centre guidelines.	Community & Economic Development
4.2.1.7	Work with State Emergency Services to conduct an audit of communication resources on the island.	Community & Economic Development
4.2.1.8	Develop a Disaster Recovery Plan (DRP) and a Business Continuity Plan (BCP) to guide Council's operations in the event of a systems failure.	Corporate Services
4.2.1.9	Support the activities of the Furneaux Islands Fire Management Area Committee (FMAC).	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

	Action	Business Unit
4.3.1.1	Actively engage with community and external stakeholders that deliver health and wellbeing initiatives to the community and support where necessary.	Community & Economic Development
4.3.1.2	Actively engage with the Flinders Island District High School to support where necessary education, employment, health & wellbeing and life experiences for young people on both Flinders and Cape Barren Islands.	Community & Economic Development
4.3.1.3	Actively engage, contribute and support as necessary the Flinders Island Tourism Association and Tourism Northern Tasmania (TNT).	Community & Economic Development
4.3.1.4	Administer Rural Primary Health Service Program funding to deliver health services to the community.	Community & Economic Development
4.3.1.5	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 & Economic 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

	Action	Business Unit
4.3.2.1	Contribute to Council's online activities to promote events, activities and programs, including managing Council's Community Calendar.	Community & Economic Development
4.3.2.2	Deliver the Community Grants and Gunn Bequest funding program.	Community & Economic Development
4.3.2.3	Manage, coordinate and deliver the 'Whitemark	Community & Economic

	Civic Centre Development Project' from State Government and Council funding for improvements to the entrance to the Flinders Arts & entertainment Centre.	Development
4.3.2.4	Manage, coordinate and deliver the ANZAC Centenary program including improvements to public amenity and access at the Cenotaph site at Emita, installing an honour roll at the Flinders Arts & Entertainment Centre and delivering a Remembrance Day Event in 2014.	Community & Economic Development
4.3.2.5	Manage, coordinate and deliver the Australian Small Islands Forum in 2015 with assistance from ASN Event Management.	Community & Economic Development
4.3.2.6	Manage, coordinate and deliver the Furneaux Islands Festival and provide opportunities for community participation and engagement.	Community & Economic Development
4.3.2.7	Provide support and promotion to key community organisations that deliver events and programs for community benefit.	Community & Economic Development
4.3.2.8	Support and encourage community participation in the development of events and activities utilising recreational and community facilities.	Community & Economic Development
4.3.2.9	Administer the Citizen of the Year Award program.	Governance

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

	Action	Business Unit
4.4.1.1	Initiate dialogue with the Department of Education to develop a MoU between the department and Council (on behalf of the community) to formalise access arrangements to the school's swimming pool and gymnasium.	Community & Economic Development

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

	Action	Business Unit
4.4.2.1	Actively participate in the Furneaux Group Health Special Committee of Council and provide administrative support with meeting agendas and minutes.	Community & Economic Development
4.4.2.2	Deliver outcomes identified from the Community Road Safety Partnership.	Community & Economic Development
4.4.2.3	Facilitate delivery and/or deliver health and activity based programs and events for community and youth where necessary, including an integrated school holiday program.	Community & Economic Development

Strategic Direction 4.5: Support capacity building in community organisations and facilitate the development of community enterprise.

Output 4.5.1 Identify opportunities to enhance the delivery and governance skills of community organisations and establishment of community responses to opportunities and challenges

	Action	Business Unit
4.5.1.1	Actively seek opportunities that will assist to build community capacity through education and training.	Community & Economic Development

Strategic Direction 4.6: Joint venture as appropriate to influence external organisations (agencies etc.) in the development of policy and delivery of services and events.

Output 4.6.1 Identify strategic opportunities and challenges to the Furneaux future, develop and prosecute a position supported by key community groups.

	Action	Business Unit
4.6.1.1	Engage with Department of Premier and the Cabinet to seek the development of a Community Services Hub in Whitemark that provides community benefit and enhanced access to State Government and Council services.	Community & Economic Development
4.6.1.2	Progress work on the Golf Club Public Private Partnership as a means of relieving pressure on the Flinders Arts and Entertainment Centre, and provision for modern health and wellbeing facilities at a redeveloped Golf Club site.	Community & Economic 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 organisation's ability to plan to succeed and actively review effort. A new business planning process and records management improvements will enhance such an approach. Major changes to accounting software will also be implemented. This is designed to increase the productivity of staff in the area and minimise costs to Council while improving service standards.

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.

The year ahead will see further work on the Long Term Asset Management Plan, Transport Asset Management Plan, Long Term Financial Management Plan and associated implementation strategies. These are now legislated deliverables and a new Audit Committee (that is also a legislated responsibility) will oversee their development and implementation. While the cost of these new directives from the State Government will come at the cost of on-ground works, Council must see these plans and oversight arrangements as a key to informing the decision making of Council in the years ahead to ensure the sustainability of our assets and ultimately our financial sustainability.

With the advent of all-in-all out elections, Council will deliver a comprehensive new Councillor induction program and a new Strategic Plan post the election. The all in all out election is a radical change from previous Council incarnations and a new

approach to long term planning of service delivery will be put in place aligned to long term financial and asset management plans.

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 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.

Strategic Direction 5.1: Support the capacity and productivity of our organisation and a culture of professionalism, compliance, innovation and service.

Output 5.1.1 Design and implement an integrated governance; strategic and operational planning & service delivery system

	Action	Business Unit
5.1.1.1	Further refine the Flinders Council's Risk Register.	Corporate Services
5.1.1.2	Implement a new Finance System to ensure the delivery of accurate and timely information to key stakeholders.	Corporate Services
5.1.1.3	Maintain Council's Property and Rates program and update as and when required by the Office of the Valuer-General.	Corporate Services
5.1.1.4	Maintain the Grant and Contract Management System.	Corporate Services
5.1.1.5	Provide Risk Management training and awareness sessions for workers, Councillors and Community stakeholders as directed.	Corporate Services
5.1.1.6	Review Work Health and Safety / Risk Management manuals, procedures and policies, updating as required.	Corporate Services
5.1.1.7	Coordinate the implementation and maintenance of Council's integrated planning systems - Council's Organisational Business Plan and Interplan.	Governance
5.1.1.8	Regularly review and revise Council's Policy Manual and Instrument of Delegation.	Governance
5.1.1.9	Review and refine Councils' records management procedures and practices to meet best practice standards and legislative requirements.	Governance
5.1.1.10	Introduce Quarterly Reporting to Council of Risk Management Key Performance Indicators.	Corporate Services

Output 5.1.2 Design and implement a continued Professional Development & Productivity Improvement Program

	Action	Business Unit
5.1.2.1	Actively seek funding to support continued professional development & a program of productivity improvement for key Council staff.	Community & Economic Development

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

	Action	Business Unit
5.1.3.1	Complete an Internal Audit of all financial procedures and provide recommendations for improved systems and processes.	Corporate Services
5.1.3.2	Deliver Financial Reports in a timely manner and provide variance reports to ensure Departmental Budgets are managed and scrutinised fairly.	Corporate Services
5.1.3.3	Deliver financial services including and not limited to creditors, debtors, rates receivables and investments.	Corporate Services
5.1.3.4	Deliver the audited Financial Statements for the preceding financial year within the legislated timeframes. Implement processes to mitigate risk and facilitate a successful transition.	Corporate Services
5.1.3.5	Deliver the new Budget Estimates for the proceeding financial year and maintain the current Budget Estimates.	Corporate Services
5.1.3.6	Develop an Investment Strategy to guide the management and growth of Council's cash reserves.	Corporate Services
5.1.3.7	Finalise the Long Term Financial Plan and Asset Management Plan and implement Financial and Asset Management Strategies and an Asset Management Policy.	Corporate Services
5.1.3.8	Maintain an Audit Panel as outlined in the Ministerial Orders.	Corporate Services
5.1.3.9	Implement agreed elements of the Flinders Council Organisational Review as and when opportunity arises.	Governance

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

	Action	Business Unit
5.1.4.1	Assist the Tasmanian Electoral Commission to conduct the 2014 Local Government Election for Flinders Council.	Governance
5.1.4.2	In conjunction with the Sub Regional Alliance, develop a comprehensive post-election induction program for Councillors and facilitate required training.	Governance
5.1.4.3	Provide secretarial and administrative support to Council and its Special Committees including coordinating the preparation and distribution of agendas and minutes in compliance with legislated timeframes and acting as minute secretary as required.	Governance

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

	Action	Business Unit
5.2.1.1	Liaise with State and Federal Government Ministers, advisers and agencies.	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

	Action	Business Unit
5.3.1.1	Actively participate in the Northern Regional Sport & Recreation Committee.	Community & Economic Development
5.3.1.2	Actively engage with and attend meetings of key strategic organisations such as Northern Tasmania Development, Sub Regional Alliance Group and the Local Government Association of Tasmania and the Office of the Energy Regulator Customer Consultative Committee	Governance
5.3.1.3	Liaise regularly with the Aboriginal Land Council of Tasmania, Flinders Island Aboriginal Association Inc. and the Cape Barren Island Aboriginal Association Inc. and seek collaborative opportunities.	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 and businesses 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 resources that become the foundations for private sector action and investment.

This program is designed to ensure we take a futures oriented, strategic perspective to each of our program deliverables, all of which are important to the Furneaux region's future. 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.

A shift for the year ahead will see more actions focused within Community Development with a name change proposed to include economic development as an area of action for the associated staff. The Community and Economic Development Department will now be charged with delivering economic development based projects and actions. These functions were previously delivered by the Governance Department.

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 population growth, product sales, business development and investment, tourism and lobbying;
- 6.3 Integrate strategic, evidence based decision making into Council and its program delivery; and
- 6.4 Encourage catalytic development that is consistent with the strategic objectives and contributes to Council's Vision.

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

Strategic Direction 6.1: Implement a dynamic Strategic Plan and development framework to define our future and guide strategic decisions.

Output 6.1.1 Implement and continually evaluate the Council's Strategic Plan

	Action	Business Unit
6.1.1.1	Establish the annual activities planned to implement Council's Strategic Plan through the completion of the 2014-2015 Flinders Council Annual Plan.	Governance
6.1.1.2	Formally evaluate the implementation of Council's Strategic Plan during 2013-2014 through the preparation of the 2013-2014 Annual Report.	Governance
6.1.1.3	In conjunction with the new elected member group post the 2014 election, deliver a new 4 year Flinders Council Strategic Plan.	Governance
6.1.1.4	Regularly review the implementation of Council's Strategic Plan through quarterly departmental reporting against the Annual Plan.	Governance

Output 6.1.2 Tourism

	Action	Business Unit
6.1.2.1	Identify and actively seek funding opportunities to assist with tourism and industry training and skills programs.	Community & Economic Development
6.1.2.2	In conjunction with Tourism North Tasmania (TNT) and the Flinders Island Tourism Association (FITA), assist to coordinate the planned Visitor Journalist Program (VJP).	Community & Economic Development
6.1.2.3	Present tourism and economic development project plan to Council and the State Government; seek approval and funding to implement.	Community & Economic Development
6.1.2.4	Support and promote programs for work experience, mentoring and to encourage younger and enthusiastic residents into the tourism industry.	Community & Economic Development
6.1.2.5	Work collaboratively with northern Regional Tourism Organisation to drive brand recognition, visitation and tourism development.	Community & Economic Development

Output 6.1.3 Investment attraction

	Action	Business Unit
6.1.3.1	Liaise with potential investors/developers and provide assistance as required to any investment enquiries.	Community & Economic Development

Output 6.1.4 Organisational collaboration and strengthening

	Action	Business Unit
6.1.4.1	Provide input into other Council departments where required and encourage inter-departmental collaboration.	Governance

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

	Action	Business Unit
6.2.1.1	Assist local businesses to promote their products and the island’s brand values to build market awareness, sales and employment.	Community & Economic Development
6.2.1.2	Be active in monitoring social media to enhance Council’s profile.	Community & Economic Development
6.2.1.3	Continue to support the activities of the Flinders Island Brand Working Group.	Community & Economic Development
6.2.1.4	Work with Sharp Airlines and FITA on cross-promotional activities that will drive brand recognition and conversion.	Community & 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

	Action	Business Unit
6.4.1.1	Actively engage with TasWater to seek the development of new water treatment plants for the townships of Lady Barron and Whitemark.	Community & Economic Development
6.4.1.2	Actively engage with the State and Federal Governments and Telstra to seek improvements to the telecommunications infrastructure.	Community & Economic Development
6.4.1.3	Seek the implementation of the Renewable Energy Plan.	Community & Economic Development
6.4.1.4	Work with Sharp Airlines to increase visitation to Flinders Island.	Community & Economic Development
6.4.1.5	Work in partnership with DPIPWE and key Council staff to deliver the Flinders Island Enterprise Suitability Mapping Project to further inform the Rural Living Strategy and promote enterprise capability growing areas and niche food opportunities.	Development Services