



Flinders Island Recreational and Community Facilities Assessment and Infrastructure Plan – June 2014



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EXECUTIVE SUMMARY

Introduction

In 2011, Flinders Council moved a motion requesting the development of an Infrastructure Plan for recreational and community assets. The purpose of this was to provide Council with a strategic and coordinated approach to the maintenance of existing facilities as well as with information on the community's desires for new facilities. This report and Preliminary Infrastructure Plan have been developed in response to this request.

The report focuses on Council-owned recreational and community facilities on Flinders Island. However, to avoid potential duplication of assets and services, there is some discussion of those owned by other entities and what they provide.

This report has been structured to provide the reader with:

- an in-depth understanding of the organisational and situational contexts;
- identification and assessment of the issues and opportunities associated with recreational and community facilities; and,
- an Infrastructure Plan and associated financial assessment.

Overview of existing recreational and community facilities

Council owns and/or leases 23 recreational and community facilities across Flinders Island, including foreshore areas and other open spaces, community halls, a playground, and sporting facilities. Naturally, the highest concentration of facilities is around the Island's two townships: Whitemark and Lady Barron.

There are a number of other public and private organisations on Flinders Island that operate recreational and community facilities. To the greatest extent possible, it is the responsibility of these organisations to work cooperatively to avoid duplicating assets and facilities, and to ensure efficient service delivery to the Flinders Island community.

Financial context

The facilities covered by this report represent around 2.4% of Council's total asset value, with associated recurrent costs of around \$100,000 per annum, as operations/maintenance costs and depreciation. Introducing upgraded or new facilities by Council will impose new and ongoing recurrent costs, which, as a guide, equals around 4% of the capital cost of the new or upgraded asset.

Strategic alignment

Council's 2011 Strategic Plan provides an important context for the project and, where possible, the project must contribute to these strategic focus areas.

The project team has also undertaken an assessment of a number of existing projects and programs that are already occurring on Flinders Island to ensure that this project is complementing those other activities to deliver integrated outcomes. Some of these other projects or programs include: strategic and statutory planning projects, the Safe Harbour Working Group, and population health planning.

Importantly, the report and plan have been structured to integrate well with other planning processes and to provide key inputs into Flinders Council's operational and capital budgets, long-term financial plan and Asset Management Plan.

Flinders Island – population overview

Australian Bureau of Statistics (ABS) population data has been used to understand how the Island's population is geographically distributed, to identify population trends, and to determine the overall age profile of the Furneaux Region.

The estimated residential population of the Furneaux Island Group has gradually declined from 897 in 2005 to 807 in 2012. The most significant drop occurred between 2009 and 2010, with an estimated fall of 30 in the residential population. Since then, and based on the last three years, population decline appears to have levelled out.

Around 56% of the Flinders Island population reside in the two main townships: 37% in Whitemark and 19% in Lady Barron.

In 2007, the Tasmanian Demographic Change Advisory Council (DCAC) produced population projections for all Tasmanian local government areas, rating them low, medium or high. Based on ABS Census data, the actual population for the Furneaux Island Group in 2011 was roughly 12% lower than DCAC's 'low' projection rating.

As is the case in the broader Australian population, the Furneaux Region's population is an aging one. Total population numbers in the 0-64 age range are likely to decline, while those in the 65-100 age range are likely to increase. The aging population phenomenon is an important consideration when determining the types and design of facilities that will be needed; that is, whether they are suitable for use by elderly groups.

Drivers of population change

The agriculture, forestry and fishing sector are the largest employers in Furneaux Island Group, representing 25% of the total workforce.

Flinders Island's two largest agricultural producers/processors – Markana Park and Flinders Island Meats – are both projecting employment increases over the next five years. While this is economically positive, it is unlikely to lead to significant increases in the areas total population.

There are no net increases expected in employment on Flinders Island in the next five years from local or the Tasmanian State Government agencies.

The Enterprise Capability Mapping Project has the potential to reveal additional agricultural productivity. If successful, this could lead to population increases on Flinders Island's West Coast, either from Flinders' existing residents relocating there or from entirely new people moving to the region.

The Flinders Island lifestyle has the potential to drive population change and, when combined with employment and economic development activities, may lead to real increases in the numbers of residents.

Flinders Island – community overview

Infrastructure planning on Flinders Island must take a placed-based approach and collaborate with the Tasmanian State Government, the private sector and local communities to achieve sustainable outcomes.

Due to the areas small population and economy, the Flinders Island community cannot afford to make poor investment decisions when it comes to recreational and community facilities. It is simply not affordable or sustainable, and has the potential to undermine trust between the Council and the community.

The people of Flinders Island are passionate about their community, volunteering significant time and energy to building and sustaining their communities. This level of engagement must be recognised, supported and developed through this Infrastructure Plan.

The nature of recreational and community activities have changed over time; team sports have decreased while individual and/or group-based health and wellbeing activities have increased.

In talking with Flinders' Islanders, observing the Flinders Island lifestyle and reviewing data from other projects and programs, there are common themes of concern that can help define the types of recreational and community facilities that are important to Flinders' Islanders, including:

- health and wellbeing
- art, culture and history
- recreational boating and fishing
- foreshore recreation
- getting together.

Outcomes of stakeholder discussions

Preliminary stakeholder discussions have provided valuable insight into the Flinders Island community, their thoughts, feelings and ideas about what Council should be doing with recreational and community facilities. This process identified three broad issues. Firstly, across Flinders Island, what people would like to see happen differs. Secondly, there is a strong sense of community ownership of recreational sites and that the community invest a great deal in helping to run activities. Thirdly, the community would like to understand the decisions Council makes concerning these facilities to ensure that Council is allocating time and resources logically and equitably.

Preliminary Infrastructure Plan

The assessment report has identified 5 Strategic Investment Areas that investments in recreational and community activities should be targeting:

1. Recreational Boating and Fishing
2. Health and Wellbeing
3. Getting Together – celebrating, remembering, sharing, learning
4. Foreshore Recreation – picnics, BBQs and gatherings
5. Art, Culture and History

Site-specific recommendations have been identified for each as well as general recommendations for issues affecting recreational and community facilities more broadly.

The recommendations have been broken into ‘short-term’ and ‘medium to long-term’. Following here is a summary of the main recommendations.

Short-term – within the next two years

- Address priority repairs and upgrades, and bring all these works together into a targeted program that is managed by a dedicated project manager. This will deliver the works in a timely and efficient way, providing the best value to Council.
- Continue planning work for the Golf Club project.
- Develop a specific Recreational Boating and Fishing Plan, creating a whole-of-Island view of existing facilities, and identifying future potential projects and upgrades

Medium to long-term

- Begin detailed planning and investigations to develop a specific plan for Holloway Park and Lady Barron more broadly.
- Commence implementation of any new plans.
- Finalise the master plan for Killiecrankie Recreation Area.

The plan also provides a preliminary cost estimate for the short-term works in the order of \$600-750,000 and recommends that Council allocate funds to the program over two years. NB: this figure includes previously approved funds for projects such as the Emitta Hall upgrade and Whitemark Foreshore Masterplan.

A cost estimate for the medium to long-term recommendations has not been provided, as the specific works are still to be defined. However, there is potentially more than \$1 million worth of projects, which would require Council to consider options to fund these works such as rate rises, debt funding or cash reserves.

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1. Introduction

Flinders Council owns or has responsibility for 23 recreational and community facilities, including: halls, public toilets, sports grounds, playgrounds, BBQ areas, jetties, an art gallery and a museum. They are seeking to adopt a longer-term and more integrated approach to delivering Council programs and services, and to the assets that underpin this work.

As a small council with limited revenue it is critical that the planning and delivery of Council services responds to the community's needs. Moreover, while Flinders Island is not experiencing rapid population growth, demographic changes and community expectations need to be assessed.

As a small population reliant on a limited number of employment sectors, and just a handful of major employers, Flinders Island is susceptible to significant changes in population in a short period of time. Therefore, it is crucial that any planning and delivery of services remains responsive and ready to adapt to these changes.

In response to planning and operational challenges, in 2011 Flinders Council moved a motion requesting that a Recreational and Community Facilities Infrastructure Plan (RCIP) be developed (see Appendix A). The RCIP was intended to provide Council with a strategic and coordinated approach to the maintenance of existing facilities as well as to the community's desires for new facilities. The report here has been prepared in response to that request in 2011.

The report provides important background data and analysis so as to develop an understanding of the organisational and situational context of the Flinders Island lifestyle and the needs of the community. The report's recommendations, which include a Preliminary Infrastructure Plan, were presented to Council in February 2014, subsequently, Council approved the draft document for community consultation at the April 2014 Ordinary Meeting of Council and the community feedback and consultation was undertaken on the draft document over the following weeks.

The final document is now complete following further consultation with Council and the community.

It should be noted that, while this report contains a significant amount of detail, the Preliminary Infrastructure Plan does not make definitive recommendations for all sites. This is because:

- the report identifies the importance of community engagement in planning for facilities of this nature, whether across Flinders Island broadly or for individual sites. While the project team has undertaken preliminary stakeholder engagement to better understand broad themes of community interest and concern and, to a limited extent, identified specific issues, there has not been enough detailed engagement with the community on this project at the time of publishing this report;
- an important step in undertaking infrastructure planning is to understand the costs of options, so that the costs *and* benefits of options can be compared and used to then make a decision on a final or preferred option. For some sites the project team has

identified multiple options, but believe that Council and community views need to be used to narrow these down before investing significant Council funds in preliminary designs and construction cost estimates. Without these processes occurring and the necessary data being obtained, the author does not believe it is possible or appropriate to make definitive recommendations about all sites.

Section summary

Key point 1: In 2011, Council moved a motion requesting that a Recreational and Community Facilities Infrastructure Plan be developed to provide Council with a strategic and coordinated approach to the maintenance of existing facilities as well as to the community's desires for new facilities. This report and Preliminary Infrastructure Plan have been developed in response to that request.

2. Purpose & scope

The Flinders Island Recreational and Community Facilities Audit Report has been prepared to:

- centralise current assets, property and financial information relating to Council's recreational and community facilities;
- both qualitatively and quantitatively describe the current utilisation of Council's recreational and community facilities;
- seek stakeholders' preliminary views on recreational and community facilities;
- identify and assess the drivers that affect the demand for recreational and community facilities;
- develop a plan and recommendations for these facilities; and,
- provide key inputs to develop an asset management plan for buildings and facilities.

This report is not intended to be a comprehensive recreational community facilities strategy or plan. Rather, its focus is on the recreational and community activities conducted at or in Council-owned assets. It recognises that there are a number of other sites that may fall under the banner of providing recreational community facilities or activities such as the privately owned rifle range; however, a detailed assessment of these types of facilities is outside the scope of this report. Nonetheless, where possible and relevant, this report has attempted to identify non-Council-owned assets so as to paint a comprehensive picture of the facilities that exist on Flinders Island.

Finally, this report is not an economic or tourism development strategy or plan. For some of the sites discussed there will be tourism or economic development issues and opportunities; however, the focus of this report is how these facilities affect or add value to Flinders Island's residents' recreational and community activities.

Section summary

Key point 2: The report focuses on Council-owned recreational and community facilities on Flinders Island; however, to avoid potential duplication of assets and services, there is some discussion of those owned by other entities and what they provide. Opportunities to engage and work with other asset owners are also identified and discussed.

2.1 Methodology and report structure

The project has been undertaken by Council's infrastructure consultant, Timothy Phillips from Resonance Consulting, and with support from Council's Community Development Coordinator, Jana Harper.. To assist readers, this short guide provides an overview of the report's structure.

Phase 1: Introduction

- The relevant facilities are identified and described, and their locations mapped.
- A description of how infrastructure planning processes relate to other organisational planning, financial and asset management processes.
- An overview of population trends and characteristics.
- Discussion of the unique characteristics of Flinders Island and its people.
- Description of the concepts of people and places in the infrastructure planning.

Phase 2: Issues and opportunities

- Outcomes of preliminary discussions with a selection of stakeholders.
- The strategic context and how this project "fits in" with the other projects and programs happening on Flinders Island.
- Detailed assessment of individual recreational and community facilities.

Phase 3: Preliminary Infrastructure Plan

- Identification of strategic investment themes and principles.
- Identification and justification of strategic and site-specific recommendations.
- Discussion on implementation, including priorities, time and costs.
- Preliminary financial assessment.

Section summary

Key point 3: This report has been prepared in response to Council's request and has been structured to provide the reader with: an in-depth understanding of the organisational and situational context; identification and assessment of issues and opportunities associated with recreational and communities facilities; and, a Draft Infrastructure Plan and associated financial assessment.

3. Recreational and community facilities overview

3.1 Facilities within scope of report and plan

This report and plan covers Council-owned or leased recreational and community facilities on Flinders Island. Please note that the report includes small facilities currently neither leased nor owned by Council, but should be. Table 1 below provides a complete list of facilities.

The report does not include Council's administration centre or the Library. The location of the facilities is described in *Figure 1*. More detailed maps for Whitemark and Lady Barron are provided in Appendix B.

No.	Facility	Primary uses
1.	Palana Open Space	Foreshore reserve
2.	Palana Boat Ramp	Boat launch and retrieval
3.	Killiecrankie Recreation Area	Beach access and boat launching, occasional camping, picnics and BBQs
4	Furneaux Museum	Displays, photographs and artefacts on the Island natural history and European and Aboriginal history.
5.	Flinders Island Cenotaph	Commemoration to those who serviced in WW1 and WW2
6.	Port Davies Boat Ramp	Recreational boat launching
7.	Emita Hall	Emita Sports Day, Cubs & Scouts
8.	Whitemark Showgrounds	Flinders Island Show, community events and activities, compilation of Flinders Island News
9.	Whitemark Netball Courts	Netball
10.	Flinders Island Pony and Riding Club	Stables, pony club, dressage
11.	Whitemark Tennis Courts	Tennis
12.	Bakery Park	Sheltered eating area, uncovered seats, bike parking and ark
13.	James St. Playground	Children's play area
14.	Strait Works gallery	Art exhibitions
15	Flinders Arts and Entertainment Centre	Community events and gatherings, Council meetings, health and fitness activities and classes
16.	Whitemark Foreshore Area	BBQ and picnic areas, boat ramp, foreshore walks
17.	Badger Corner Boat Ramp	Boat launching facility
18.	Lady Barron Hall	Community events and gatherings, health and fitness activities and classes
19.	Lady Barron Tennis Courts	Tennis, playground equipment, amenities
20.	Lady Barron Foreshore	Walking, fishing
21.	Holloway Park	Sporting activities, community events, special interest groups
22.	Yellow Beach BBQ Area	BBQ, picnics, community events
23.	North East River Camping Area	Caravanning and camping

Table 1: Flinders Island Recreational and Community Facilities Summary

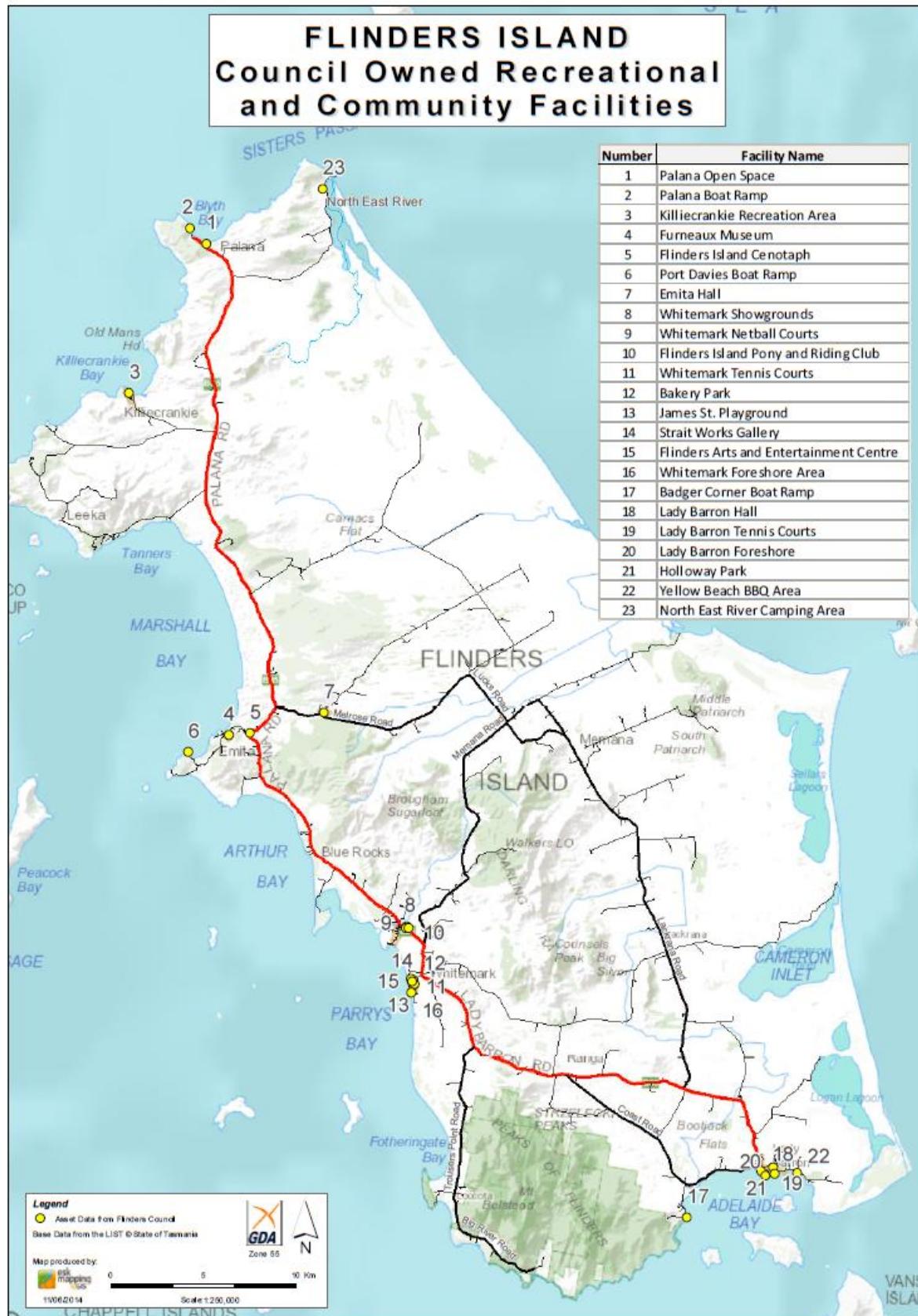


Figure 1: Recreational and Community Facilities, Flinders Island

Section summary

Key point 4: Council owns and/or leases 23 recreational and community facilities across Flinders Island, including foreshore areas and open spaces, community halls, a playground, and sporting facilities. Naturally, the highest concentration of facilities is around the Island's two townships: Whitemark and Lady Barron.

3.2 Financial overview and context

The recreational and community facilities represent 2.4% of the value of all of Council's buildings, property, plant, equipment and infrastructure asset class; and, in terms of annual depreciation, a similar percentage of total depreciation (see Table 2). Operating these facilities cost of around \$55,000 per annum. This cost includes labour, materials, maintenance, cleaning, utilities and insurance.

Asset category	Written down value (WDV)	Annual depreciation
All buildings, property, plant, equipment and infrastructure	\$77,000,450 (100%)	\$1,789,456
All buildings and facilities	\$3,246,500 (4.2%)	\$78,511
Recreational and community facilities	\$1,818,000 (2.4%)	3.2.1.1.1.1.1.1 \$42,723

Table 2: Recreational and community facilities – asset values and annual depreciation.

While depreciation is not “cash out the door” it is a cost that, along with the operational costs, must be funded through Council’s revenues. Combining the two cost categories represents a total annual cost of around \$100,000 per annum, or 2% of annual expenditure (based on Council’s total expenditure for 2012/13 of \$4,934,102).

In reading the assessment report and considering upgrades or new facilities it is important to bear in mind that increasing Council's asset base incurs year in/year out costs that need to be funded. Generally, for buildings and facilities, the following rates can be applied:

Depreciation - 2% of original asset value (based on 50-year theoretical life under relevant accounting standard).

Operations & maintenance – 2% of the assets value at time of construction.

For example, if Council wanted to invest in a new facility or to upgrade an existing one to the value of \$200,000, this would represent additional costs to Council of around \$8,000 per annum.

Section Summary

Key point 5: The facilities covered by this report represent around 2.4% of Council's total asset value, with associated operating and maintenance costs of around \$100,000 per annum in depreciation and real cost.

Key point 6: Capital investments in recreational and community facilities adds around 4% of the value of the new asset to Council's annual operating costs, this includes depreciation as well as operating and maintenance costs.

3.3 Recreational and community facilities owned and operated by others

3.3.1 Tasmanian Department of Education - Flinders Island District High School

Established in 1991, the Flinders Island District High School provides education from Kindergarten to grade 10. There are 71 enrolments (27 girls, 44 boys) with 12 teaching staff and 14 non-teaching staff.

Student achievement is very strong and, based on the range of facilities and activities available to students, the educational experience is of a high-quality. As well as very good external play spaces and sports fields, the school has a 25-metre swimming pool, a full-sized internal gymnasium, and a tennis court. These facilities were funded through a combination of State Government funding and community fund-raising activities.

3.3.2 Tasmanian Parks and Wildlife Service

In addition to Strzelecki National Park, the Tasmanian Parks and Wildlife Service also operates a number of other small picnic and camping facilities across Flinders Island, including at North East River, Allports Beach, Trousers Point Beach, Lillie's Beach and Yellow Beach.

With Parks and Wildlife Service facilities and the main caravan/camping park at Whitemark, Flinders Island does not have a shortage of short and long-term camping facilities.

The relationship between Parks and Wildlife and Flinders Council is strong and productive, with the two teams currently working together to better define funding and operational arrangements for the various camping and picnic areas.

3.3.3 Flinders Island Aboriginal Association Incorporated (FIAAI)

The Flinders Island Aboriginal Association Incorporated (FIAAI) is an Aboriginal Community Controlled Organisation, established in 1971 by a group of local Aboriginal people and their partners. FIAAI is governed by an Aboriginal Board of Management elected by the community. The Board provides strategic direction to the organisation; day-to-day operations are the responsibility of the CEO.

FIAAI provides a range of services on Flinders Island, including: primary health and aged care, housing, Community Development Employment Project (CDEP), a State-wide Health Promotion Project, and two business enterprises.

FIAAI's Primary Health and Aged Care service employs a full-time registered nurse, a number of health assistants and home carers, and a range of visiting health professionals, including: a general practitioner, physiotherapist, and dietitian and diabetes educator. Other services include:

- delivering Aboriginal Flexible Aged Care packages

- seniors exercise classes and craft activities
- chronic disease early intervention and prevention activities
- pharmacy services
- developing care plans
- a range of health promotion activities and programs.

The Aboriginal Flexible Aged Care packages are designed to support people to stay healthy and living in their own homes by providing in-home assistance as well as Meals on Wheels.

FIAAI's Healthy Lifestyle Project is based in Launceston with outreach across Tasmania, and focuses on delivering positive health promotion messages about tobacco, nutrition and physical activity.

Of the recreational and community facilities that fall within the scope of this project, FIAAI owns and operates a large administrative centre across the road from the Lady Barron Hall where many organisations programs are delivered: exercise classes, Mums and Bubs, group meetings and activities, and general health promotion. Adjoining the site is large grassy parkland and a children's playground.

As part of the preliminary stakeholder discussions the project team met on several occasions with FIAAI's Chief Executive Office, Maxine Roughly. Key points arising from these discussions include:

- FIAAI's health and wellbeing programs prioritise FIAAI members. However, when a particular program or event has not reached capacity, non-members are welcome to participate.
- The grassy parkland and children's playground are viewed by FIAAI as facilities available to all members of the community.

3.3.4 Flinders Island Sports & RSL Club

The Flinders Island Sports & RSL Club ('the Sports Club') is a not-for-profit incorporated body established over 50 years ago. The genesis was a small group of dedicated sporting enthusiasts who were intent then on creating a new home for golf on Flinders Island.

The Sports Club is located in Whitemark and includes a golf course, clubrooms, bar, extensive function facilities, and a recently upgraded and well-patronised bowling green. The site is approximately 80-acres and situated in natural bushland on the shores of Parry's Bay, on the eastern side of Flinders Island, just below one of the highest mountain ranges in Tasmania.

Traditionally, the Sports Club's facilities have been managed, serviced and maintained by teams of volunteers from a dedicated local community. Consequently, while it is one of the largest organisations on Flinders Island it has an extremely low financial base, and its hard working committee are at a critical breaking point. In simple terms, the Sports Club is asset rich, cash poor, and relying far too heavily on its voluntary support base to stay afloat.

The Sports Club recently entered into discussions with Council about the potential for a partnership project that would secure a sustainable future for the site. Council and the Sports Club have developed a range of options and reached agreement with Council and senior management on the key inputs into a business plan.

In terms of recreational and community facilities, this potential partnership would provide for the development of a range of facilities at the site to support health and wellbeing activities.

While it is only in development phase, the project has the potential to delivery significant benefits to the community.

Section summary

Key point 7: There are a number of other public and private organisations on Flinders Island that operate recreational and community facilities. To the greatest extent possible, it is the responsibility of these organisations to work cooperatively to avoid duplicating assets and facilities, and to ensure efficient service delivery to the Flinders Island community.

4. Strategy, planning and asset management

4.1 Strategic focus areas and project alignment

Flinders Council has a four-year Strategic Plan outlining how Council will contribute to its community's ambitions, meet its governance obligations, and provide leadership and set priorities. The current Strategic Plan was adopted at the 21 April 2011 Ordinary Council Meeting.

While this project has been undertaken in response to Council's strategic focus on infrastructure, to be efficient and effective – providing real on-the-ground outcomes – it must align with all of Council's strategic focus areas as much as possible. An assessment of the project's alignment with Council's strategic focus areas is provided below in Table 3.

Strategic Focus Areas (2011-2014 Strategic Plan)	Project Alignment
Environment and Natural Asset Management: An environment that maintains its diversity, uniqueness and attractiveness while supporting sustainable production and lifestyle.	The plan should seek to utilise existing facilities and sites to the greatest extent possible.
Infrastructure: Efficient and reliable infrastructure that supports and protects production, services and lifestyle.	The location and configuration of assets should support the Flinders Island lifestyle and represent good value to the community and ratepayers.
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 municipality.	Any new facilities should be sympathetic to the Flinders Island environment and, to the greatest extent possible, enhance the areas environmental characteristics.
Community Safety, Engagement and Enterprise: Through positive Council-Community partnerships, enhance people's security, inclusion and wellbeing.	Facilities should be maintained and operated in accordance with relevant guidelines and standards to ensure people's health and wellbeing is protected. Infrastructure planning should be <i>placed-based</i> and responsive to the needs of the community.
Corporate Governance and Intergovernmental Relations: Decisions are professionally and transparently made, communicated and implemented to achieve defined outcomes in the interest of the community.	Council should engage with the local community on the Infrastructure Plan and seek their views and input. Where possible, Council should engage with other agencies to identify opportunities to work together.

Strategic Focus Areas (2011-2014 Strategic Plan)	Project Alignment
Furneaux Future: A thriving, self-reliant community offering opportunities for current and following generations while maintaining core values and attributes.	The community needs to be involved in the planning and day-to-day management of recreational and community facilities.

Table 3: Flinders Council strategic focus areas and project alignment

Section summary

Key point 8: Council's 2011 Strategic Plan provides an important strategic context for the project and associated Infrastructure Plan, which must contribute to these established strategic focus areas as much as possible.

4.2 Infrastructure planning and asset management processes

Planning infrastructure, organisations, and projects well provides decision makers with vital information to make critical investment and operational decisions. Projects underpinned by good planning, quality information and sound policies receive increased community and government support, and are more likely to deliver positive outcomes.

In requesting this Infrastructure Plan, Council has recognised the need for them to ensure that infrastructure investment decisions have a sound foundation; that they are prudent, provide flexibility, and minimise the risk of 'stranded assets' (dud investments).

This report and the associated Infrastructure Plan will provide Council with investment options. Once adopted, the plan can be considered in Council's long-term financial planning and incorporated into more operational processes such as the asset management plan and the operational and capital budget (see Figure 2).

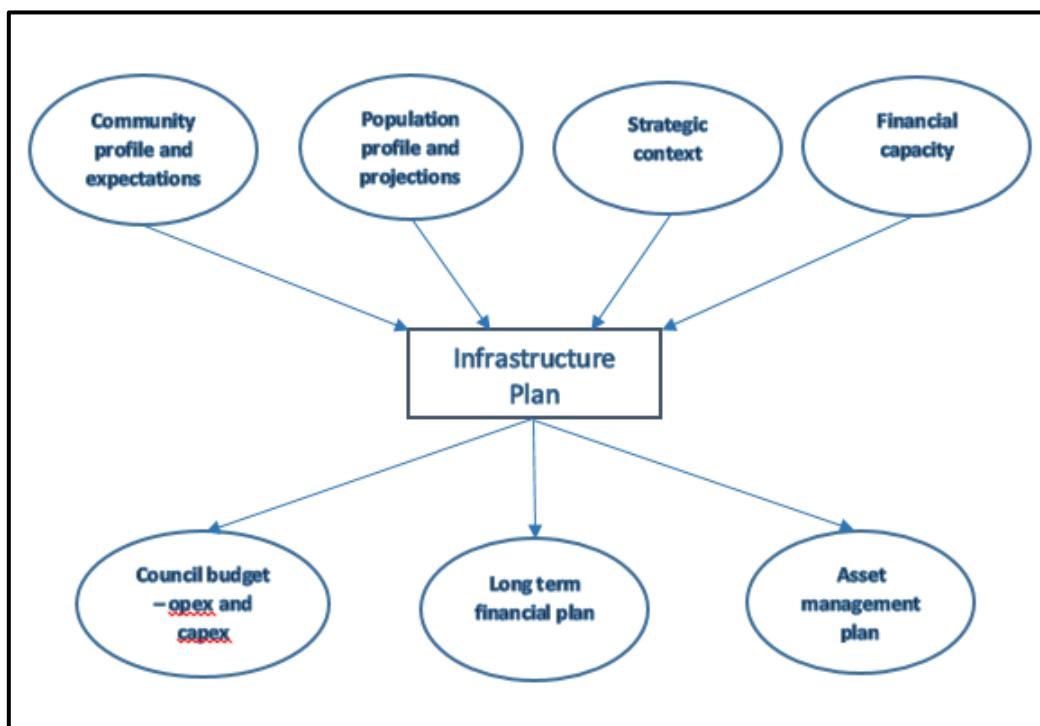


Figure 2: Infrastructure planning context and associated processes

When developing the Preliminary Infrastructure Plan the project team has considered business processes and engaged with relevant stakeholders to ensure they are well-integrated.

Section summary

Key point 9: The report and plan have been structured to integrate with other planning processes and provide the key inputs into Council's operational and capital budgets, the long-term financial plan and Asset Management Plan.

5. Flinders Island Population profile

Flinders Island's population characteristics are the major determinant in the demand for community and recreational facilities and services. For example, with an aging population there is likely to be an increased need for highly accessible facilities. Alternatively, a population dominated by young families is going to increase the demand for early childhood facilities such as playgrounds, recreational grounds and childcare centres.

This section paints a picture of the Flinders Island population: historic changes leading up to the current population and projecting likely changes in the future. There is some specific discussion around local drivers for population change and an assessment of how these demographic changes may impact on the demand for services.

5.1 Data constraints and limitations

It is important to note that, because of the very small population of Flinders Island, projections are highly volatile; that is, a single event or particular development may potentially affect significant changes in the population.

The Australian Bureau of Statistics (ABS) provides population data with varying levels of resolution, useful in understanding how a population is distributed within a particular area, and the various characteristics of that population. For this project, focussed on asset and service delivery planning, distribution and age are the most useful population characteristics.

It is important to be aware that as you dig further into the data for detailed information in specific locations, the amount of information made available from the ABS diminishes. This is to protect individuals' privacy, for in very small populations it is possible to identify families or individuals through the data, which is not appropriate.

For this project it was possible to produce an age profile for the North and South areas of Flinders Island, but not for individual townships or specific localities such as for Emita, North East River, or Killiecrankie.

For this analysis the project team used data directly from the ABS website, made special data requests to the ABS, and used the ABS Profile ID portal. While all of the data is drawn from the same central source (the ABS Census), there are some minor inconsistencies across the datasets. These inconsistencies are not significant and do not affect the general conclusions being drawn from the data.

Section summary

Key point 10: Australian Bureau of Statistics population data has been used to understand how the population is distributed across Flinders Island, and to identify population trends and the age profile of the population.

5.2 Population - general

According to the 2011 ABS Census, the population on the Furneaux Island Group was 776; Flinders Island was around 705. The Estimated Residential Population (ERP) is an additional population estimate released after Census data and includes various adjustments. In June 2013 the ERP for the Furneaux Island Group was 807.

The 2011 Census results show a continual and gradual decline in population across the Furneaux Island Group since 2006 (see Figure 3).

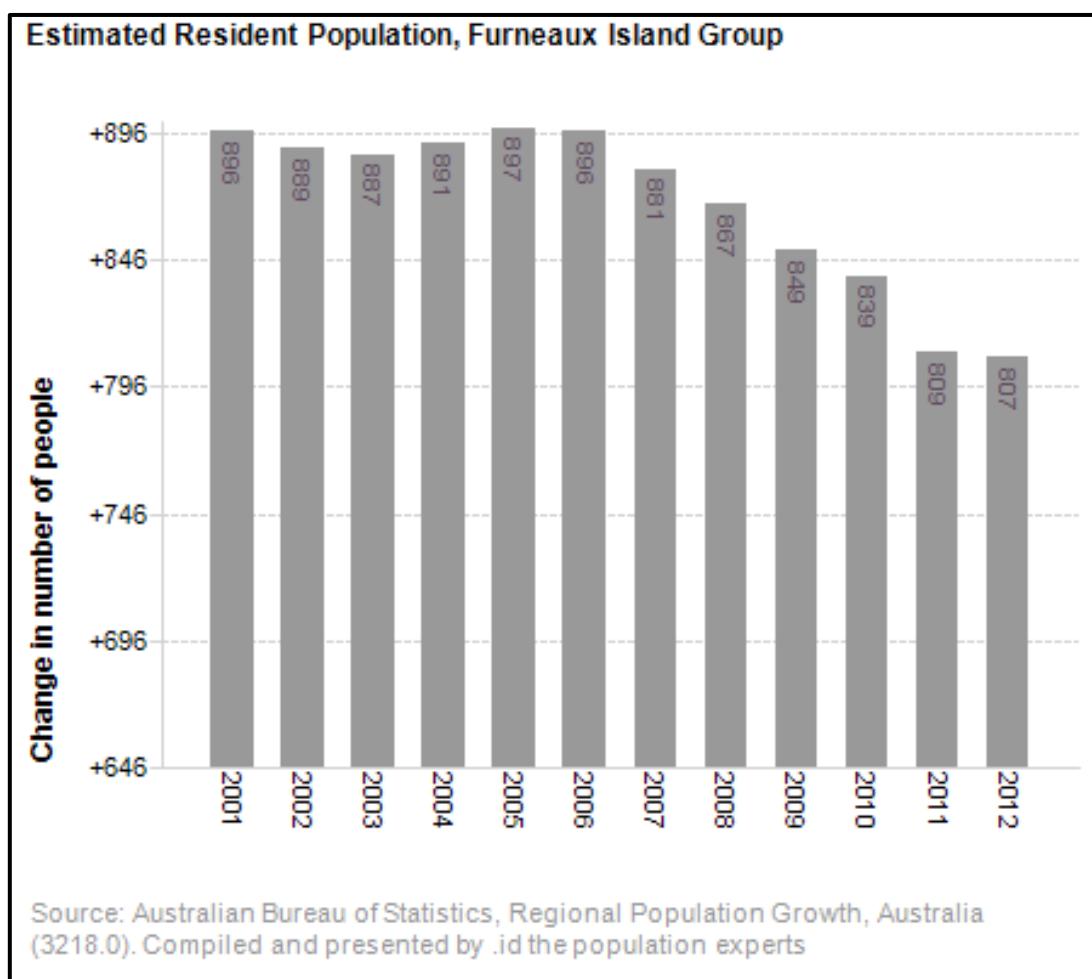


Figure 3: Furneaux Island Group – medium term population trends

Section summary

Key point 11: The estimated residential population of the Furneaux Island Group has gradually declined from 897 in 2005 to 807 in 2012. The most significant drop – an estimated 30 residents – occurred between 2009 and 2010. Since then, based on the last three years data, population numbers appear to have levelled out.

5.3 Population distribution on Flinders Island

Knowing how the population is distributed across Flinders Island is important for understanding the services residents are receiving now and to help develop long-term, sustainable plans providing for future services.

Around 56% of Flinders Island's population is concentrated in the two main townships: 37% at Whitemark and 19% at Lady Barron (see Table 4). The remainder of the population is distributed across smaller townships and/or rural areas.

Area	Population	% Population	Dwellings	% Dwellings
Whitemark township	259	37%	174	29%
Lady Barron township	135	19%	116	19%
Flinders Island - other	312	44%	309	52%
Flinders Island - all	706	100%	599	100%

Table 4: Flinders Island: Population and dwelling distribution

Section summary

Key point 12: Around 56% of Flinders Island's population reside in the two main townships: 37% at Whitemark and 19% at Lady Barron.

5.4 Age structure

Comparing the five-year age groups of the Furneaux Island Group (Flinders Council's Municipal area) in 2011 with data for regional Tasmania shows that Flinders had a lower proportion of people in the younger age group (under-15) and a higher proportion of people in the older age group (65+) (Table 5).

Overall, 15.1% of the Flinders population was aged between 0 and 15 and 22.0% were aged 65-years and over, compared with 19.1% and 17.0% respectively for regional Tasmania. However, the relative differences in Flinders' age structure are similar when compared to the whole of Tasmania (as opposed to regional Tasmania only, as in this report).

Major differences between the age structure of the Furneaux Island Group and regional Tasmania is that the Furneaux Group has:

- a larger percentage of persons aged 55 to 59 (13.8% compared to 7.0%)
- a larger percentage of persons aged 65 to 69 (8.8% compared to 5.5%)
- a smaller percentage of persons aged 15 to 19 (1.7% compared to 6.7%)
- a smaller percentage of persons aged 25 to 29 (2.2% compared to 5.1%).

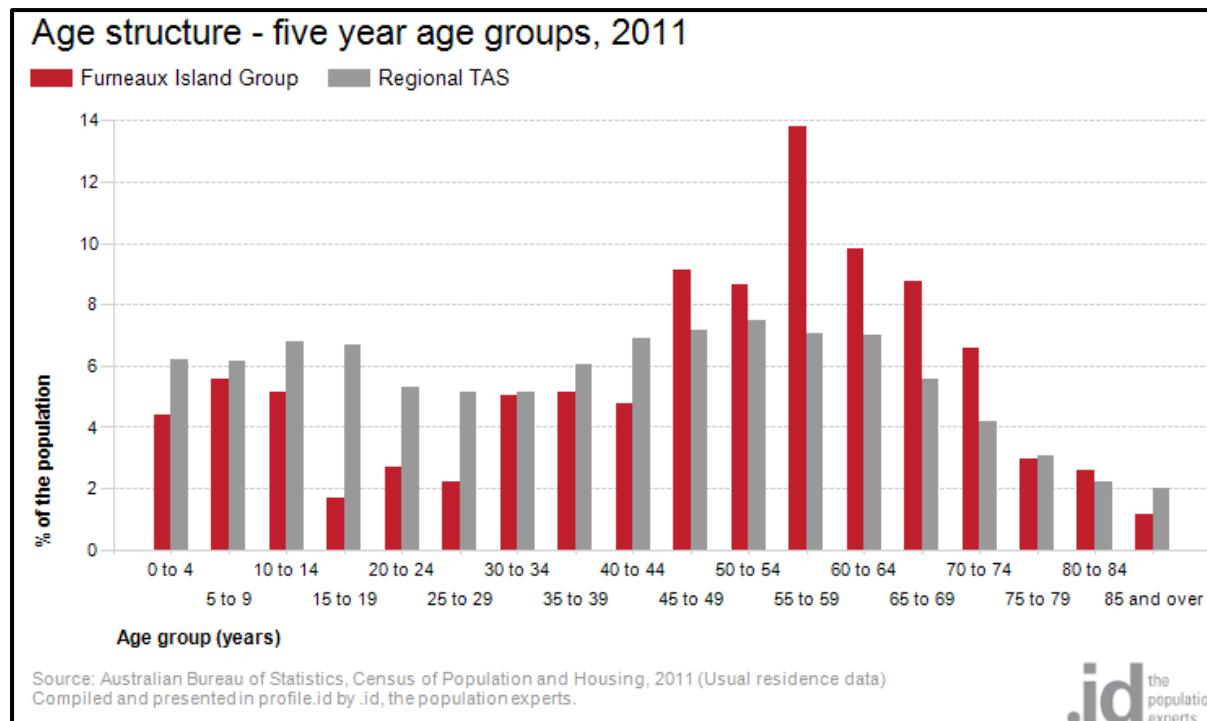


Figure 4: Age structure Furneaux Island Group and Regional Tasmania

Age structure data for the Furneaux Island Group can be analysed in more detail by using the ABS Census collection areas, including Whitemark, Lady Barron and Cape Barren. As this project is limited to Flinders Island, only data from Whitemark and Lady Barron's collection areas will be presented and discussed. The boundary between these two collection areas is defined in Figure 5.

These collection area boundaries are historic in nature and, apart from distinguishing between Whitemark and Lady Barron, do not reflect specific settlement patterns or land-use types. Furthermore, age structure data is limited and not available for specific townships or locations due to confidentiality constraints from the ABS.

Although this data is not currently available through regular census data collection points, over the last three years there has been a significant spike in the number of babies born on Flinders Island – over 20. This rise is likely to be represented in the next Census with increases in population in the 0-4 age range.

Figure 6 and Figure 7 present age structure data as population and percentages for Whitemark and Lady Barron, and as a combination of the two for Flinders Island.

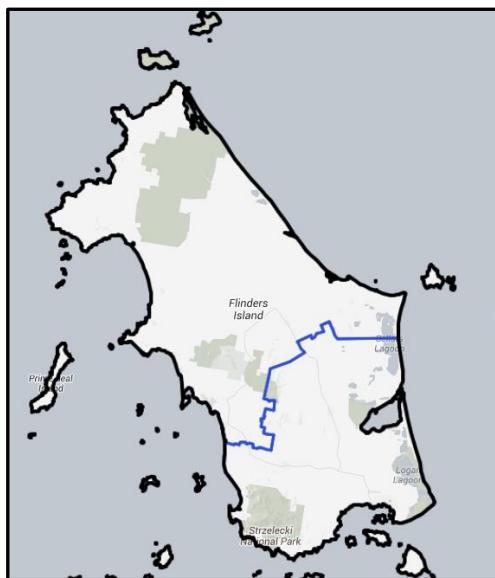


Figure 5: Whitemark and Lady Barron Census Collection Areas

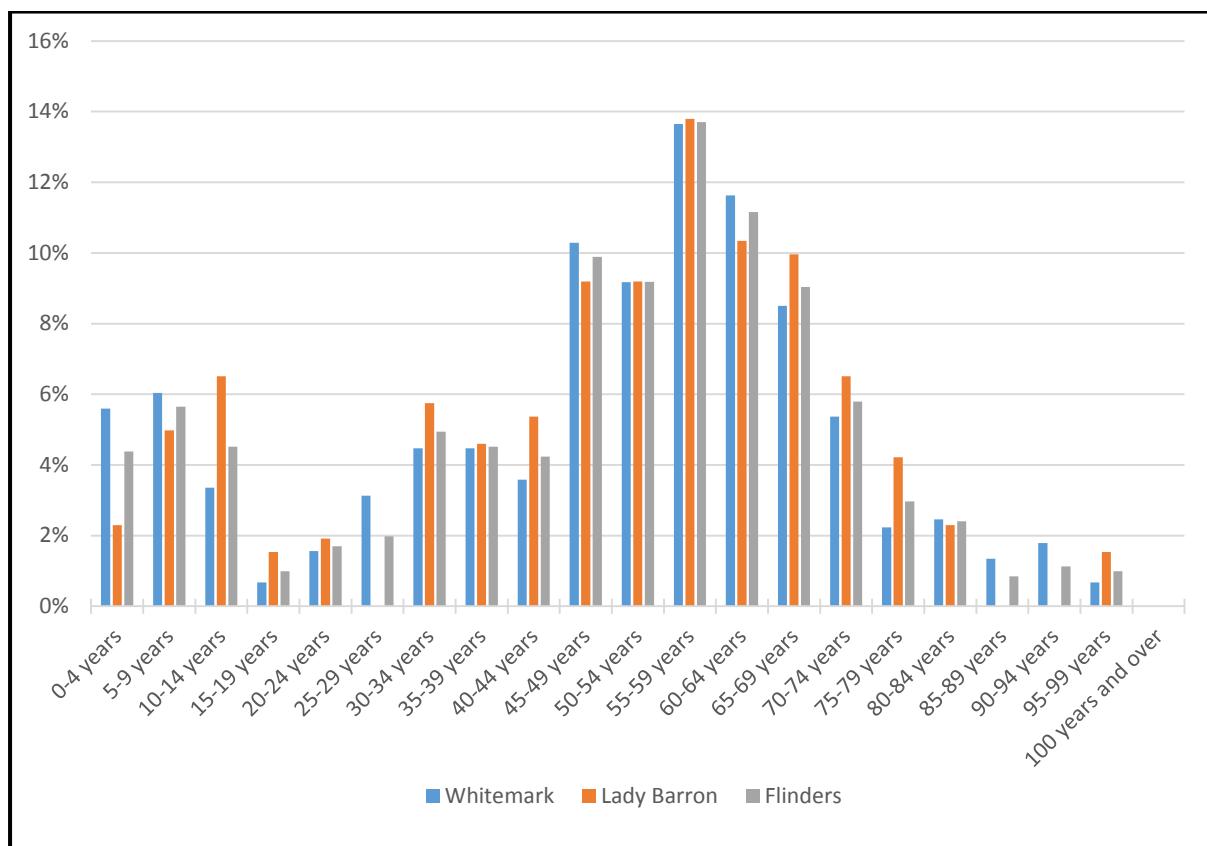


Figure 6: Age structure – 5-year groups – Whitemark, Lady Barron and Flinders Island – percentage

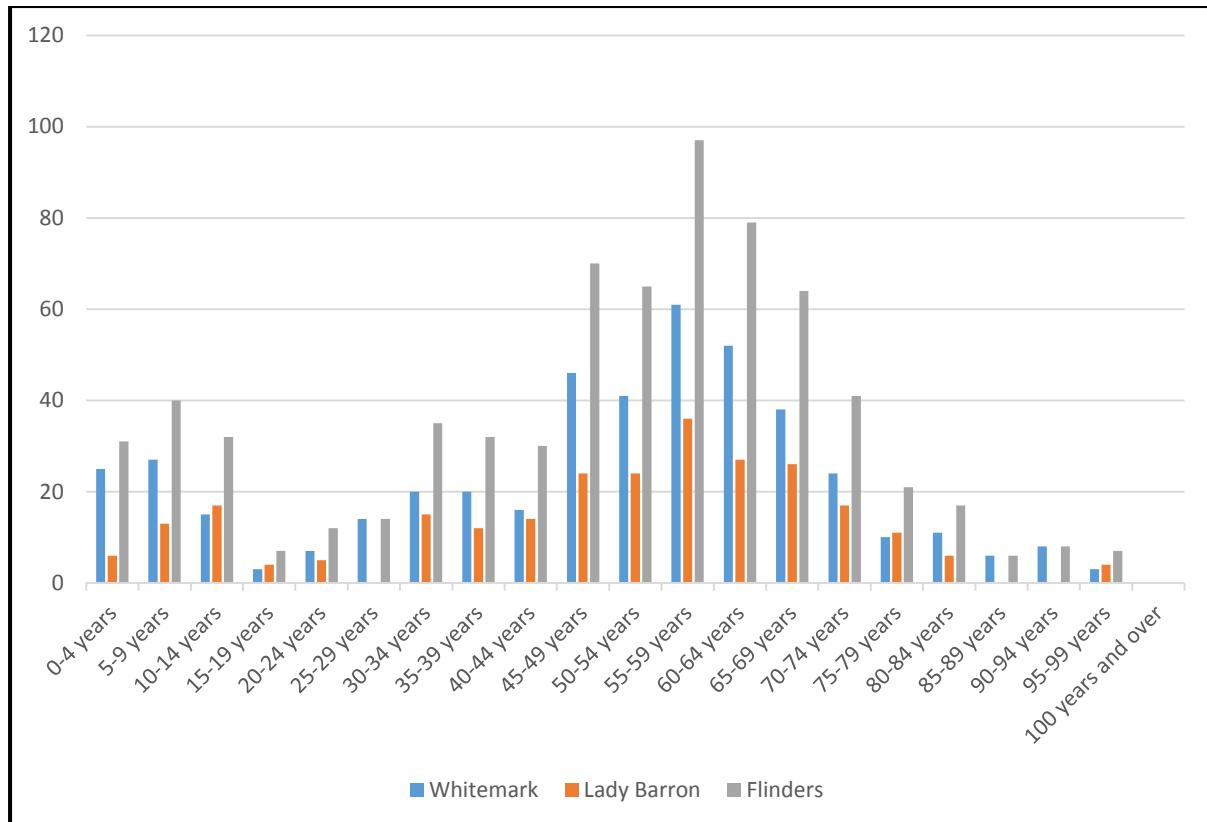


Figure 7: Age structure – 5-year groups – Whitemark, Lady Barron and Flinders Island - number (ABS 2011, presented through Profile ID)

5.5 Population Projections

In 2006, the Tasmanian Government set up the Demographic Change Advisory Council (DCAC) to develop a single set of population projections for Tasmania and Local Government Areas (LGAs). At the time of preparing this report, the Tasmanian Department of Treasury and Finance was in the process of reviewing the projections, due for release at the end of 2013. This analysis is based on the 2007 projections.

It is important to note the DCAC's work has been based on macro level drivers, such as fertility, migration, and mortality, and only limited consideration of micro level (local) drivers or events that may affect population growth and/or decline. The projections were also done using three growth scenarios – low, medium, high – and assumptions modified accordingly.

The LGA projections were done on a 25-year horizon and for Flinders Council are summarised in Table 5. Changes in population are also presented and expressed as a percentage in terms of average annual change and absolute change. The actual population, based on ABS Census data, is also provided for comparison.

Notably, DCAC's projections were not accurate for the period up to 2011, where the actual population declined by around 80 people, compared to the low growth (a slight decline) scenario in DCAC's projections.

Scenario	2001	2006	2007	2011	2020	2030	2032	% change pa (average)	% change
Low	-	-	888	881	864	829	820	-0.32%	-7.7%
Medium	-	-	888	885	895	905	900	0.05%	1.4%
High	-	-	888	888	958	1013	1025	0.57%	15.4%
Actual	878	858	-	776	-	-	-	-	-

Table 5 DCAC projections – summary of projections by scenario, and compared with actuals (Source DCAC 2007 & ABS 2013)

The DCAC projections also include detailed forecasts for each of the growth scenarios across various age ranges. Key observations from this data include:

- In all three projections scenarios there is a net decrease in total population between 0-64 years.
- In all three projections scenarios there is a net increase in total population between 65-100 years.

Section summary

Key point 13: In 2007, the Tasmanian Demographic Change Advisory Council (DCAC) produced population projections for all Tasmanian Local Government areas, rating them low, medium or high according to projection scenarios. Based on ABS Census data, in 2011 the actual population for the Furneaux Island Group was roughly 12% less than DCAC's "low" projection.

Key point 14: Even if there is a turnaround in population numbers on Flinders Island it is unlikely to result in significant changes in the levels of demand for recreational and community facilities. Using the DCAC's "high" projection as an upper-end example, the Furneaux Island Group's population is projected to increase to 1025 by 2032: an increase of only an additional 250 persons from 2011.

Key point 15: In keeping with broader Australian population trends, the Flinders Island population is aging. Total population numbers in the 0-64 age range are likely to decline, while total population numbers in the 65-100 age range are likely to increase. The aging population phenomenon is an important consideration when determining the types of facilities that will be needed and whether they are designed appropriately for elderly groups to use.

5.6 Drivers of population change

In a small population like the Furneaux Island Group the applicability of DCACs projections is very limited, as the modelling and assumptions are more applicable to larger populations.

It is more useful to identify specific *internal* and *external* drivers of population change. Understanding these drivers not only helps with estimating population changes, but also with developing strategies and actions to drive particular outcomes.

This section identifies and discusses some of these internal and external drivers. However, it is not intended to be the basis for a population projection. Furthermore, a separate analysis to determine what the desired maximum population for the Furneaux Island Group might be would be useful and is beyond the scope of this report. Infrastructure will be an important consideration in this discussion.

5.6.1 Strategic land use planning

There are a number of planning initiatives currently underway that have the potential to stimulate population growth and economic activity, including:

- Draft Interim Planning Scheme
- Rural Living Strategy
- Revised Structure Plan
- Enterprise Capability Mapping
- Housing Needs Study

Land use planning is a key driver for population change. The new Planning Scheme, the soon-to-be developed Rural Living Strategy, and Housing Needs Study are all designed with the idea of increasing economic activity and stimulating population growth.

Section summary

Key point 16: The Enterprise Capability Mapping Project has the potential to reveal additional agricultural productivity. If successful, this could lead to population increases on Flinders Island's West Coast, either from Flinders' existing residents relocating there or from entirely new people moving to the region.

5.6.2 Economic development and major employment

A preliminary analysis of employment and development opportunities for Flinders Island's major industry sectors has been undertaken (Figure 8), including:

- Agriculture, forestry and fishing;
- Public administration and safety;
- Education and safety; and
- Health care and social assistance.

While construction and retail are also major employment sectors they respond to economic activity, rather than drive it, and have not been analysed.

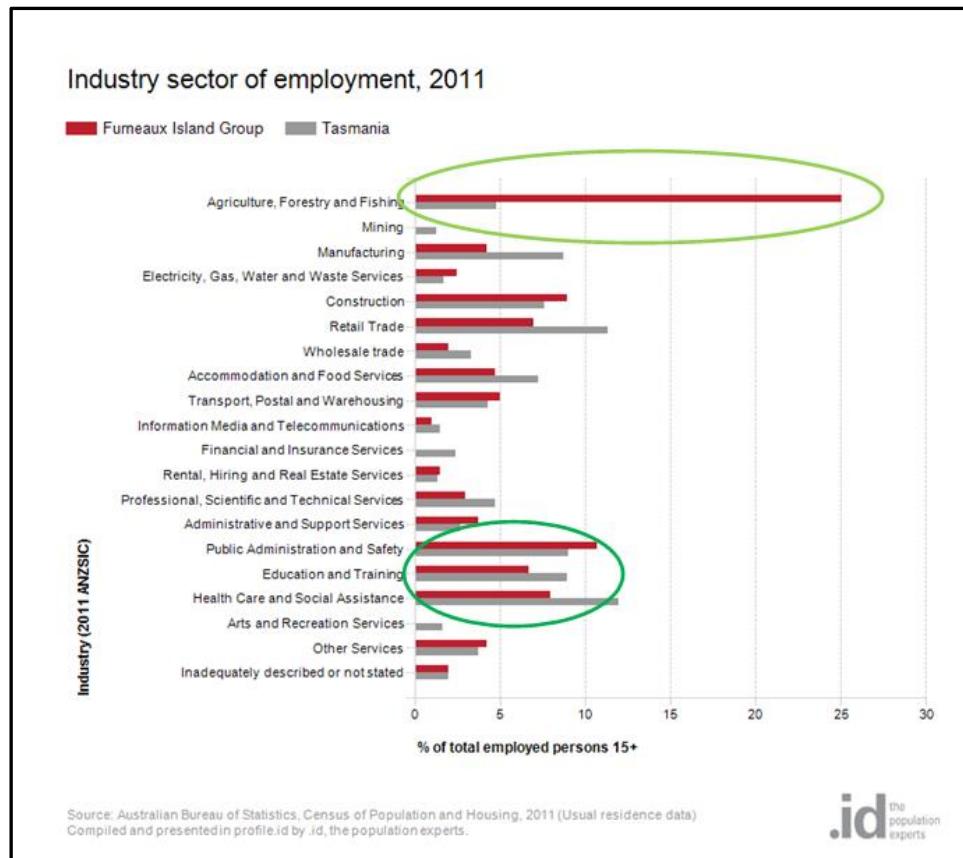


Figure 8: Furneaux Island Group – employment by Sector (source Profile ID 2013, using ABS 2011 data)

One-on-one discussions with Flinders Island's two major agricultural producers and processors – Markana Park and Flinders Island Meats – have indicated positive growth in the short to medium-term.

Flinders Island Meats is currently experiencing good growth levels. Production is expected to at least double over the next five years, taking the current 10 Full-Time Equivalents (FTEs) positions to over 20 FTEs.

Markana Park currently employs around 15 FTEs and is presently undertaking a development program, and looking to increase output significantly in the next five years. Within this timeframe the workforce is expected to increase to approximately 50 FTEs, roughly spread across the categories described in Table 6.

Skills category	FTEs
Machine Operators	17
Animal husbandry	20
Maintenance, fencing, mechanical & electrical	13

Table 6: Markana Park – FTEs per skills category - 5-year projection

Markana Park advises that, while a proportion of this increased workforce will come from the local population, they expect that around 20 FTEs will need to come from either mainland Tasmania or Victoria.

These projected increases aside it is likely that any gains in employment (and subsequent population increases) will be potentially offset by population migration off Flinders Island as existing smaller landholdings are subsumed by larger properties.

Local and state government sectors are not expecting any increases in overall employment numbers over the next five years, with representatives from the main organisations indicating stable or slight decreases in FTEs in the short to medium-term.

Section summary

Key point 17: Agriculture, forestry and fishing sectors are the largest employers on Furneaux Island Group, representing 25% of the total workforce.

Key point 18: Flinders Island's two largest agricultural producers/processors – Markana Park and Flinders Island Meats – are both projecting increases in employment levels over the next five years. While this is very positive in an economic sense it is unlikely to lead to significant increases in total population.

Key point 19: Local and State Government are not expecting any net increases in employment in the next five years.

5.6.3 Regional Returners

A recent report, *Talking Point: Returning to Regional Australia (2014)*, suggests that the increasing value of lifestyle factors, such as proximity to friends and family, access to schools, childcare and health services, are making regional areas an attractive alternative to Australia's capital cities. Affordability is also highlighted as a key driver; reduced costs of housing and overall cost of living in many regions being a definite draw-card.

Known as 'the Regional Returner' movement, in 2010 and 2011 over 135,000 people aged between 25 to 45 left Australia's capital city's to move interstate or into regional areas:

- 2,374 people moved from Hobart to regional TAS
- 34,551 people moved from Sydney to regional NSW
- 30,576 moved from Melbourne to regional VIC
- 37,016 moved from Brisbane to regional QLD
- 11,252 moved from Adelaide to regional SA
- 19,981 moved from Perth to regional WA.

Overall, this domestic mobility led to an increase in Australia's regional population of 10,597 people.

It is highly uncertain the extent to which this migration pattern may be applied to Flinders Island into the future. While Flinders Island has attractive lifestyle values, as outlined in the report, the remoteness and current limited employment opportunities may affect the extent to which the Island will benefit from the 'Regional Returner' movement.

However, when viewing the map produced by the Regional Australia Institute that shows the internal migration of people 25 to 44-years-of-age, it is interesting to note that Flinders Island ranks second highest with a migration level of 100 – 500 people. Compared to King Island which ranks second lowest with a negative 500 to negative 100 level of migration (see Figure 9).

Moreover, the *Furneaux Community Health Needs Survey 2013: A snapshot of our community results from the health needs survey* shows that close to 10% of respondents have only resided in the Furneaux community for between 0-12-months. It is uncertain, though, whether this is as a result of the migration of Regional Returners in the demographic of 25 to 45-years-of-age.

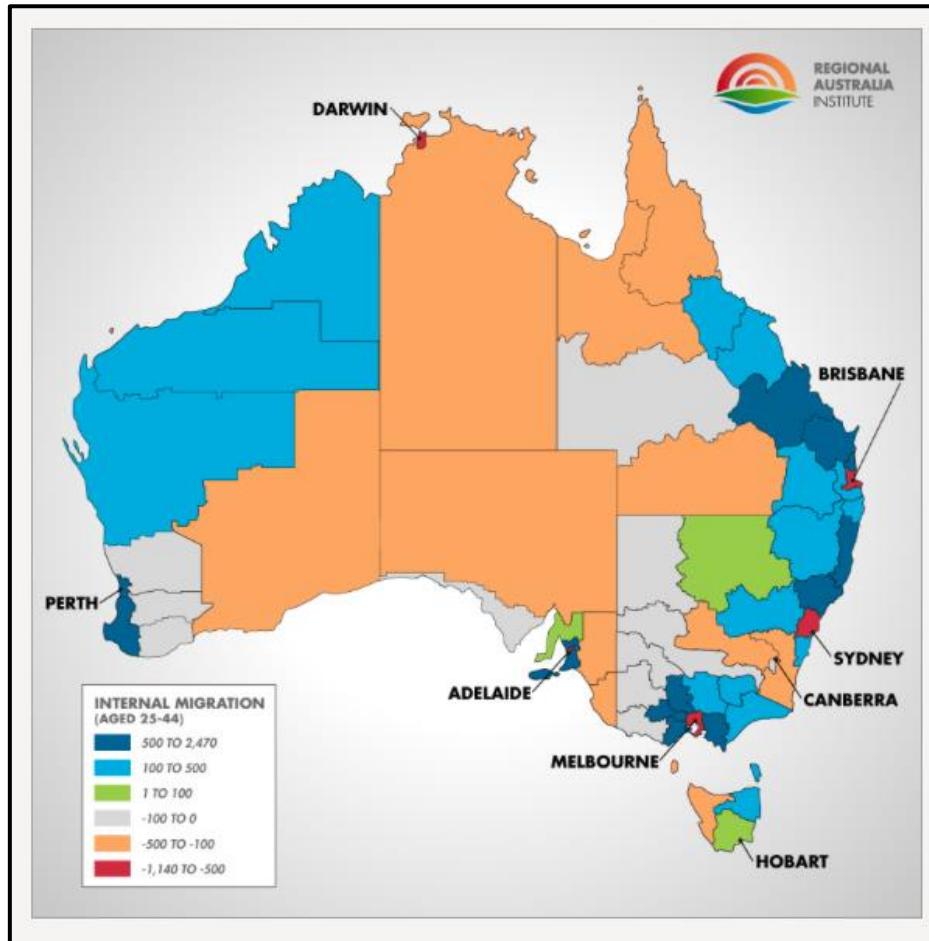


Figure 9: Regional Australia Institute – Internal migration overview

Section summary

Key point 20: The Flinders Island lifestyle has the potential to be a driver for population change and, when combined with employment and economic development activities, may lead to real increases in population numbers.

6. Flinders Island Community Profile

6.1 People & place

Rather than take a narrow asset management or purely financial approach to the assessment and plan, the project aims to respond to community desires and develop a shared vision for facilities. Essentially, this means understanding the relationship between *people* and *place*, and using this as a strong basis for investment decisions and as an underpinning for their success.

By taking a place-based approach to the Infrastructure Plan, Flinders Council will ensure that maximum benefits (returns on investments) have the best chance of being realised. Simply put, Council and the community cannot afford to keep white elephants.

In practical terms, Council has a significant role to play, including:

- listening and responding to community needs and concerns;
- supporting the community to achieve their aims and desires;
- facilitating collaborative efforts across all tiers of government and local organisations to help to achieve community aims; and,
- providing community infrastructure to support and add value to residents' lifestyles and wellbeing.

6.2 Nurturing social capital

Additional development, refinement and implementation of the plan must consider and incorporate the Flinders Island's high levels of social capital; that is, the value of social connections to the individual and to society. Elements of social capital include: social values (especially trust), and social connections and networks, particularly contributions to voluntary organisations. Research shows that local communities with high levels of social capital have better overall health and wellbeing, and are more resilient.

One indicator of the high degree of social capital on Flinders Island is the level of volunteering. In the 2011 ABS Census, 39% of the population in the Flinders municipality aged 15-years and over participated in unpaid voluntary work. This is almost double both the Tasmanian average (19.5%) and the Australian (17.8%).

Voluntary work makes an invaluable contribution to the Islands society, both economically and socially. It fosters community spirit and fulfills community needs. In the *2013 Furneaux Community Health Needs Survey*, over a quarter of respondents who had volunteered in the community said that their reason for doing so was 'to make a difference.' Slightly less than a quarter said they volunteered for 'social' reasons. Some respondents comments for why they volunteered included, 'seeing people and things succeed' and the 'community needs and appreciates it'.

In the context of community capacity or social capital, the Flinders community's higher than average participation rate in volunteering cannot be underestimated. Much work by Council is being undertaken to recognise and support the contribution that these volunteers make to the community's health, wellbeing and lifestyle, including:

- ensuring that Council volunteers are adequately covered under the Work Health and Safety Act;
- the development of a Council Volunteering Strategy;
- supplying and maintaining a community calendar to promote community events;
- delivering free food handling certificate courses;
- facilitating and coordinating courses that build community skills; and,
- waiving fees for the hiring of community assets, such as halls, or public place of assembly licenses, for community initiated events.

6.3 Community change

The Flinders Island community is sparsely situated and has a predominantly ageing population. There is no public transport, kilometers of unsealed roads and a population of wallabies that heavily outweighs that of residents, making driving at dusk and after dark a challenge. Community spaces in close proximity to the main settlements are important for supporting the participation of all Flinders Islanders, and will also assist to enhance livability and social connectedness for the dispersed communities.

In a broad Tasmanian context, Flinders Island is unique in many ways; each township's community on Flinders Island is also unique in population and demographics. Furthermore, needs and aspirations of communities change over time, and are affected by changes in population, demographics, drivers, organisational shifts, policies and trends.

For example, until recently the Flinders Island District High School hosted the annual cricket match put on by the Tasmanian Fire Service. Flinders Island played in a relaxed manner with plenty of rest times to get out of the sun (or wind) and for a barbecue and refreshments. Whereas, Twenty years ago, the Furneaux community made use of no less than seven cricket pitches in distinct locations, many on private land. There were a greater number of residents and participation levels in team sports were much higher. The Island's communities would regularly come together for competitive matches, thrashed out all in good community spirit.

Overtime there has been a considerable shift from team sports to personal fitness in the Furneaux communities. Some of the reasons for this include: the decline in population; a higher percentage of the population in the older demographic; the skills and capacity of community members to deliver fitness programs; and, the shift in policy to health prevention and access to funding opportunities for health promotion activities.

An additional challenge for planning and operating recreational and community facilities is the impact of land-owner absenteeism. Anecdotally, there is an increasing number of residential properties owned "off Island", where actual residency is limited to weeks only or a few months of the year. Furthermore, increasing tourism to the Island has the potential to place additional demands on key infrastructures, services and facilities.

Section summary

Key point 21: Infrastructure planning on Flinders Island must take a placed-based approach, seeking collaborations between government, private sectors and the community to achieve sustainable community outcomes.

Key point 22: Due to the small population and economy, the Flinders Island community cannot afford to make poor investment decision when it comes to recreational and community facilities. It is simply not affordable or sustainable, and has the potential to undermine trust between the Council and the community.

Key point 23: The people of Flinders Island are passionate about their community. They volunteer significant amounts of their time and energy to building and sustaining their communities. These high levels of engagement must be recognised, supported and developed through this infrastructure plan.

Key point 24: Over time there has been a change in the nature of recreational and community activities on Flinders Island: team sports have decreased while individual and group-based health and wellbeing activities have increased.

6.4 Recreational and community themes

There are many factors that make Flinders Island unique and very special place to live, work and play. We can call this combination of things the ‘Flinders Island lifestyle’. Capturing and describing this lifestyle with empirical data has not been seriously attempted; however, using observation (and local knowledge) it is something that can be described. Recent health and wellbeing data has also been utilised to add weight to the key themes that have emerged through this project.

Through the project’s preliminary stakeholder discussions as well as number of follow up ‘chats’, the project team identified five recreational and community-related themes that they feel capture what appeared to be most important to the people of Flinders Island.

6.4.1 Health and Wellbeing

Numerous community questionnaires and feedback from the Healthy Islands Project (HIP), funded through Tasmania Medicare Local (TML), on Flinders Island from 2010 to 2013, showed a strong community need for: access to physical activity classes, physical activity education sessions, and long-term physical activity infrastructure.

The rising importance of health and wellbeing to the Flinders Island lifestyle can be partly attributed to HIP, as this kick-started many residents’ pursuing healthier and more active lifestyle choices. Moreover, the importance of preventative health and health promotion are increasingly evident in the policies and strategies across the current Tasmanian State and federal government’s, where the health funding available to communities is largely focussed on prevention and promotion.

The Furneaux Community Health Needs Survey 2013: A snapshot of our community results from the health needs survey, which was completed by 26% of the population, showed that just over half of the respondents would like to change aspects of their health or lifestyle. Rating highest for how survey respondents would like to maintain or improve their health, wellbeing and community involvement were: exercise, hobbies, activities, and volunteering.

The survey results also highlighted the importance of physical activity to residents with over 35% of respondents exercising every day. Nearly 30% exercise 3 to 4 times a week, and just over 20% exercise 1 to 2 times a week. Slightly over 10% reported that they never exercise.

Nearly 35% of respondents said there were things preventing them from exercising such as facilities, transport and motivation. When asked to suggest services, programmes or initiatives needed (and not already available) in the Furneaux community, respondents suggested a gym, a separate pharmacy, travel, (public transport), and a pet’s event.

It is worth noting, the Flinders Island incorporated community organisation Fitness and Flinders and the Lady Barron Fitness Club (an informal community organisation) have both fundraised and received grants to purchase exercise equipment. The Lady Barron Fitness Club operates in an upstairs space of the Lady Barron Hall: questionable as a suitable long-term site for health and fitness. The Fitness on Flinders equipment is in storage as no suitable space has yet been found, since the equipment was removed from the Flinders Island Multi-Purpose Centre when renovations commenced in early 2013.

The project’s preliminary stakeholder interviews highlighted the growing need for appropriate spaces and facilities to be used for physical exercise. Questions have arisen as to the

appropriateness in the long-term of providing multi-use facilities that cater to the varying needs of the community in one dedicated space. For instance, the Flinders Arts & Entertainment Centre where much of the activity is centred on health & wellbeing activities, sometimes to the detriment of other community activities.

6.4.2 Arts, Culture and History

The Flinders Island community has a vibrant and active creative and performing arts sector that contributes to local residents' quality of life and to the positive experiences of visitors. Having adequate facilities to support these endeavours stimulates community participation and encourages artistic pursuits generally.

Over the past few years, a major factor in the growth of the number of community-initiated events is the upgrading of and significant investments in the Whitemark Hall, aptly renamed the Flinders Arts & Entertainment Centre (FAEC).

Prior to the major refurbishment, the Whitemark Hall held no more than a few events per year. Currently, the FAEC attracts a broad range of diverse community activities and events throughout the year that often attracts a quarter of the Flinders Island population.

Council's recent investment in Strait Works gallery at Whitemark, for the Flinders Island branch of the Tasmanian Regional Arts and the broader community, will also support and stimulate artistic endeavours now and into the future.

The Furneaux Museum in Emitta has also proven itself to be a valuable community asset in the preservation, celebration and promotion of the community's unique culture and history. The current exhibition, the History of Music and Dance in the Furneaux Group, highlights and commemorates the varied and wonderful range of musical and dance events that have occurred across the islands. It also highlights the important ways that these events can bring the Furneaux's dispersed and isolated communities together.

The service delivery model in which the Furneaux Museum operates is testament to the volunteers in the community, and the valuable contribution this makes to the lifestyle for local residents as well as for those who visit. The Furneaux Museum provides a very good example of community-led management and utilisation of Council assets.

6.4.3 Recreational boating and fishing

The Furneaux Island Group is blessed with a range of recreational boating and fishing opportunities: offshore, inshore, beach, and estuary. While a boat is not always required to 'get a feed', as there is quality beach and estuary fishing to be found, the majority of fishing is done from boats. Fishing boats are also used for other hunting activities, and for picnicing and barbequing in remote locations and on the outer islands.

Recreational boating and licence figures for Flinders Island indicate that boat ownership and activity is high per head of population compared to Tasmania (see Table 7).

Measure	Tasmania	Flinders Island
Recreational boat registrations	28,833	202
Recreational boat licences	57,794	221

Measure	Tasmania	Flinders Island
Population	495,354	776
Recreational boat registrations per head	1 in 17	1 in 4.0
Recreational boat licences per head	1 in 8.5	1 in 3.5

Table 7: Recreational boat registrations and licences, Flinders Island v Tasmania (MAST 11/12 and ABS 2011)

Facility	Description	Known issues
Palana	Single lane concrete ramp with walkway	None
Killiecrankie Beach	Dedicated launch area on beach near foreshore reserve	Limited access in low tide
Emita (Port Davey)	Single lane concrete ramp on rock base. Recently completed project, part-funding from MAST.	None
Whitemark	Single lane concrete on rock base, finger pier, good access and parking.	Frequently used.
Badger Corner	Single lane concrete ramp, built by locals around 16 years ago, treated pine pylons.	Pylons breaking up, ramp angle shallow and problematic at low tides, rocks in launch zone, ownership not defined.
Lady Barron Port	Single lane concrete boat ramp and jetty. All weather access.	Car parking very limited, access issues due to port perimeter fence and ramp design (angled sides).
Lady Barron Slipway	Sloping rock ramp.	Good access, limited car parking, ownership and maintenance not defined, subject to chop and swell surge at times, suitable for small vessels only < 6 metres.

Table 8: Flinders Island – formal boat launching facilities summary

Marine and Safety Tasmania (MAST) representatives have advised that, while MAST is interested in supporting the development of boating facilities on the Island, the ongoing ownership and maintenance must rest with another organisation, usually Council.

Furthermore, MAST is aware of current issues associated with the Lady Barron boat ramp and has committed, in principle, to being part of a project that investigates options for alternative locations. MAST has also clearly stated that their preference is for one high-quality facility in the Lady Barron corner of the Island.

6.4.4 Foreshore recreation – camping, beachside picnics and BBQs

Culturally, Flinders Islanders, both young and old, are passionate enthusiasts for the outdoors and spend much of their time involved in recreational pursuits such as fishing, boating, at the beach, and camping. Visitors are similarly drawn to the Furneaux Islands for their inherent natural assets, and to enjoy the outdoors and natural environment.

During the preliminary stakeholder consultations, the importance and the value of these recreational assets to the community were clearly evident, irrespective of the particular community, demographic or location.

The supply of services and facilities in coastal recreational areas comes from both Council and Parks & Wildlife Service (PWS). Council currently has a proposed Memorandum of Understanding (MoU) with PWS, which also includes some shared maintenance pertaining to Council-owned barbeques.

Although it is not always clear to residents who owns particular assets – for example, Allports barbeque at Emita and the toilets at North East River, which are both owned and managed by PWS – recreational facilities and services were consistently and overwhelmingly raised by residents as issues of high importance.

6.4.5 Getting together – celebrating, remembering, learning, sharing

The simple act of getting together can often be overshadowed by more ‘active’ types of recreational and community activities. However, for those community members who do not go to the pub or are not interested going for a run or a spin on an exercise bike, it is often their main recreational activity. ‘Getting together’ includes things like special interest groups/clubs (for instance, the Lapidary Society currently holed up at Holloway Park), parties, guest speakers, sewing and craft, cooking, community meetings, book clubs and so on.

This themes point of difference from many of the others identified by the project team is that the activities are less physical-based, and focussed instead on each other, ideas or specific tasks. There is also a good chance that there will be cup of tea and a good amount of nattering involved.

Section Summary

Key point 25: In talking with Flinders Islanders, observing the Flinders Island lifestyle and reviewing data from other projects and programs, there appears to be some key themes that can help define the types of recreational and community facilities important to the community. These are: 1. health and wellbeing; 2. creative and performing arts; 3. recreational boating and fishing; 4. foreshore recreation; 5. getting together.

7. Strategic Alignment with existing projects and programs of work

Typical of many small communities, the various projects and program being undertaken by local/state/federal governments, community organisations and enterprises, volunteer groups and businesses, all have strong levels of connectivity and interdependency. This is even more apparent in a remote community like Flinders Island, and also underpins the success of many of the initiatives.

The planning and delivery of recreational and community services happens in a broader planning and policy context, involving a number of other projects and programs of work. It is important to understand this context, the relationship between various project and programs (Council’s and others) to this particular project and, most importantly, how Council can integrate efforts to maximise the efficiency and effectiveness of services.

A preliminary analysis of relevant projects and programs was conducted during the early project-scoping phase. This process was also critical to identifying the organisations and individuals to be included in the preliminary stakeholder discussions.

Discussion of those projects and programs considered to be of high significance to this project is in Table 9.

Project, program or organisation	Strategic alignment opportunity	Strategic alignment action(s)
Education Department's assets and any future relevant strategies	<ul style="list-style-type: none"> • Education clusters and rationalisation of sites. • Curriculum issues? • Potential partnerships. • Adult Education? Minimise duplication and potential to work collaboratively. • School Gym: The only gym on the Island that was part-funded by the community. • School Pool: The only pool on the Island that was part-funded by the community. • Kitchen Garden/Olive Grove – community garden? 	<p>Engage with the Education Department to develop overarching principles and agreement on the use of school facilities.</p> <p>Clear direction from the department regarding the process around school assets and facilities and their broader community use.</p> <p>Schools as a Community-Hub.</p>
Annual Budget Cycle	<p>Flag priority asset improvements and include them in following opex and capex budgets.</p> <p>Asset disposals – ensure any asset disposals/write offs are accounted for in following budget.</p>	<p>Confirm budget-setting dates and incorporate into relevant Council staff work plans.</p> <p>Complete relevant tasks in time for budget process.</p> <p>Ensure resulting Infrastructure Plan includes financial assessment.</p>
Tasmanian Department of Premier and Cabinet (DPAC) - Community Services Hub	<p>Creation of public place and sharing of services.</p> <p>Amalgamation of some sites</p> <p>Potential for new sites.</p> <p>Relocation of services to new sites.</p>	<p>Engage with DPAC to understand scope, nature and timing of project.</p>

Project, program or organisation	Strategic alignment opportunity	Strategic alignment action(s)
Emita Hall Upgrade	<p>Scope of works has been defined and design drawings complete. DA & BA preparation has commenced.</p> <p>The issues and associated project provides some insights to information future processes, namely:</p> <ul style="list-style-type: none"> • Equity issues (perceived or real) and allocation of resources to projects. • Processes for involving community in the design and solutions. • Can help inform future community engagement processes on upgrade. 	<p>Discuss and review process for key learnings, particularly around mechanisms for involving the community in identify upgrade works and inputting into designs.</p> <p>Learn from the project and understand why the upgrade was controversial in some areas of the community.</p>
Population Health Planning (Tasmania Medicare Local)	<p>Identify community health and wellbeing needs and consider them in a building and facilities context.</p>	<p>To be delivered by end of FY14.</p> <p>Consider if there are any actions through this project that we could undertake to add value to Population Health Planning.</p>
Golf Club Private-Public Partnership	<p>Relocation and associated timing for Council Executive functions, incorporation of community facilities and services into Council's new location.</p>	<p>Scope and timing of project to be assessed.</p> <p>Council assistance in the development of a business case.</p> <p>Opportunity through this project to deliver improved health and wellbeing facilities to Flinders Island.</p>
Tasmania Medicare Local – Rural Primary Health Service funding review	<p>See Community Health and Planning project PLUS Community Services Hub Project needs to consider service delivery requirements of program.</p>	<p>Integrate requirements into project.</p>
Whitemark Foreshore Masterplan	<p>Permanent outdoor exercise equipment installation, Barbecue shelter, Walkways & trail ways.</p>	<p>Infrastructure to support healthy communities.</p>

Project, program or organisation	Strategic alignment opportunity	Strategic alignment action(s)
<ul style="list-style-type: none"> • Draft Interim Planning scheme • Rural Living Strategy • Revised Structure Plan • Housing Needs Study 	<p>There is several strategic and statutory land use planning projects currently underway at the time of this report. While they will not necessarily be strong drivers for population growth they will impact on future settlement patterns and the demand for supporting infrastructure in local areas.</p>	<p>Consider impact on future settlement patterns and community demand for supporting infrastructure.</p>
Enterprise Capability Mapping	<p>Informed enterprise decision-making within the rural living zone of the Flinders Island Planning Scheme and possibly identify areas of land suitable for new crops.</p> <p>Potential to drive economic development and population distribution and numbers.</p>	Monitor project and consider infrastructure demand in implementation.
<ul style="list-style-type: none"> • Lady Barron boat launching facilities • Flinders Island Safe Harbour Working Group 	<p>There has been ongoing discussion in the community about the feasibility of a project to separate commercial and recreational boating facilities from the redeveloped port site and construct a new facility near the slipway. The scope of this project ranges from a simple boat ramp to a ramp, jetty and wave protection wall.</p> <p>In recent discussions with TasPorts they have expressed their preference to relocate the existing boat ramp adjacent to the port to an alternative location.</p>	Incorporate project into this plan.

Table 9: Strategic alignment analysis and action plan

Section summary

Key point 26: The project team has undertaken an assessment of a number of existing projects and programs that are also occurring on Flinders Island to ensure that this project complements those other activities and delivers integrated outcomes. Examples of other projects or programs include: strategic and statutory planning projects, the Safe Harbour Working Group, and Population Health Planning.

8. Recreational and Community Facilities – individual site assessments

The following section provides a detailed assessment of each facility. The sites are presented in an anti-clockwise order, starting at Palana and moving around the Island to the North East River.

Data has been sourced from multiple locations, including: the Tasmanian Government's 'List', Council's asset register and finance system, a compliance assessment of buildings performed by Meander Valley Council staff, and, naturally, some local knowledge.

Each site has also been assigned a nominal score to describe its level of utilisation and overall asset condition. Reference tables, describing how the condition and utilisation scores were derived, are provided below.

Score	Description	Utilisation – nominal %age of available capacity/time
1	Rarely used, if at all	<5%
2	Low level of utilisation	5-30 %
3	Good level of utilisation	30-60 %
4	High level of utilisation	60-90 %
5	Very high – potentially over capacity	>90%

Table 10: Community Facilities Audit – utilisation score descriptions

Score	Description
1	Very poor condition – complete rebuild required. Access should be restricted.
2	Poor condition – major works required. Consider restricting access.
3 ¹	OK condition – works required.
4	Good condition - some minor works required
5	Excellent condition - no work required

Table 11: Community Facilities Audit – condition score descriptions

NB 1: For open space areas where there are no built structures and there are no serious land management issues a score of 3 has been applied.

The tables also present a dot point summary of the main issues raised in *The Compliance of Flinders Island Council's Built Assets Report* (referred to here as *The MVC Condition Report*), prepared by Meander Valley Council in February 2013. The recommendations of The MVC Condition Report have not been investigated or validated; however, for the purposes of this project it is assumed the report's findings are accurate and comprehensive. No further condition assessments or validations were conducted as part of this project. See Appendix C for a full copy of the report.

The main issues raised in *The MVC Condition Report* have also been previously provided to two local contractors for a price estimate. The cost estimates received from the contractors were highly variable for some items, indicating that further work is required to better define the scope of work. Furthermore, it is not clear which works would be considered capital works versus maintenance and repairs, and thus recurrent expenditure.

The location of sites on Flinders Island are generally well known; possible exceptions being land associated with Palana, Killiecrankie and North East River facilities. Site-specific maps have been included that define property boundaries and are provided in Appendix D.

8.1 Palana Boat Ramp

Name	Palana Boat Ramp				
Details	Address	Palana Road			
	Volume/folio	Not specified			
	PID	2128665			
	WDV Land	Not specified			
	WDV Buildings	Not specified			
	Tenure	Not specified			
Description	<ul style="list-style-type: none"> Concrete boat ramp, with fixed jetty 				
Primary use(s)	<ul style="list-style-type: none"> Boat launch and retrieval 				
Utilisation	1 – very low	2	3	4	5 - high
Condition	1 - poor	2	3	4	5 - excellent
Known site issues	<ul style="list-style-type: none"> None identified 				
Comments	<ul style="list-style-type: none"> Boat ramp is listed as Council owned on MAST site, but does not appear on asset register 				

Table 12 Palana Boat Ramp: summary data

8.2 Palana Open Space

Name	Palana Open Space				
Details	Address	Palana Road			
	Volume/folio	21227/18			
	PID	7455593			
	WDV Land	\$120,000			
	WDV Buildings	NA			
	Tenure	Owned			
Description	<ul style="list-style-type: none"> Disused open space known as ‘the bottom road’ at Palana. Created as a public open space contribution associated with a subdivision in 1984. 				
Primary use(s)	<ul style="list-style-type: none"> Open Space. 				
Utilisation	1 – very low	2	3	4	5 - high
Condition	1 - poor	2	3	4	5 - excellent
Known site issues	None identified				
Comments	None				

Table 13: Palana Open Space: summary data

8.3 Killiecrankie Recreation area

Name	Killiecrankie Recreation Area								
Details	Address	Killiecrankie Road and Armstrong Road ¹							
	Volume/folio	103388/2, 103974/8, 155987/4							
	PID	1458240, 1506812, 2923634							
	WDV Land ¹	\$190,000							
	WDV Buildings	NA							
	Tenure	Land owned (facilities on Crown Land)							
Description	<ul style="list-style-type: none"> • Car Park • Open space • BBQ area • Beach boat launching 								
Primary use(s)	<ul style="list-style-type: none"> • The properties are adjacent to the Killiecrankie BBQ area and toilet. • The two smaller properties are used very little. • The larger property (1458240) is used occasionally for car & boat trailer parking. 								
Utilisation	1 – very low	2	3	4	5 - high				
		✓							
Condition	1 - poor	2	3	4	5 - excellent				
			✓						
Known issues	<ul style="list-style-type: none"> • Previously a long drop toilet on the BBQ area site. • This was decommissioned in 2013 and replaced with a portaloo during high season and when it is not in demand for other events. • Council is in discussion with PWS about an alternative system and cost sharing arrangements. • There is a private residence between the larger property (1458240) and the coastal reserve/BBQ area. 								
Comments	<ul style="list-style-type: none"> • Killiecrankie requires further detailed investigation and finalisation of the Masterplan that was prepared for a previous grant application (see Appendix E). • Area is fragmented and responsibility/ownership for sites and assets requires further discussion with PWS. 								

NB 1: Combined land value of the three parcels.

Table 14: Killiecrankie Recreation Area: summary data

8.4 Furneaux Museum

Name	Furneaux Museum								
Location	Address	8 Fowlers Road							
	Volume/folio	155460/2							
	PID	2931407							
	WDV Land	\$65,000							
	WDV Buildings	\$195,000							
	Tenure	Owned							
Description	<ul style="list-style-type: none"> • Six buildings containing natural history displays, photographs, Aboriginal history, artefacts. • Maintained and staffed by the volunteers of the Furneaux Historical Research Association 								
Primary use(s)	Utilised by local researchers and visitors								
Utilisation	1 – very low	2	3	4	5 - high				
				✓					
Condition	1 - poor	2	3	4	5 - excellent				
				✓					
Known issues	None identified								
Comments	The management model for this site provides a good example of community led site management.								

Table 15: Furneaux Museum: summary data

8.5 Emita Hall

Name	Emita Hall and Furneaux Recreation Ground								
Details	Address	Melrose Road							
	Volume/folio	86048/1							
	PID	6425157							
	WDV Land	\$60,000							
	WDV Buildings	\$50,000							
	Tenure	Hall site – owned, sports ground – Crown Land							
Description	Steel cladded community hall – on Council-owned land Sports ground – Leased.								
Primary use(s)	Annual sports day, Flinders Island Scout & Cubs								
Utilisation	1 – very low	2	3	4	5 - high				
	✓								
Condition	1 - poor	2	3	4	5 - excellent				
		✓							
Known issues	Building has serious condition issues and a major refurbishment is planned, refer MVC Condition Report. The recreation ground is leased land from DPIPWE.								
Current Council Resolution	<ul style="list-style-type: none"> • That Council fund from reserves and to a maximum amount of \$110,000, the work necessary to ensure that the Emita Hall is weather and vermin proof and a safe, useable community facility. • That Council obtains at least two quotes from builders regarding the renovation/repair work that is required on the Emita Hall. • The essential work required, as deemed by Council staff together with the Emita Hall Committee, is as follows: <ul style="list-style-type: none"> a) Replace existing roof and guttering b) Rewire the building as per electricians brief c) Ensure that the building is vermin-proof by re-cladding the exterior walls d) Provide the toilet facilities with disabled access • Provide the services of Council's OH&S Risk Management Officer to investigate, liaise and undertake the necessary work to enable community volunteers to assist, where practicable, in the work required at the Emita Hall. • Provide the services of Council's Community Development Staff to seek funding opportunities for the work required to upgrade the Hall's kitchen facilities to at least the minimum standard required for food preparation/serving. 								
Comments	<ul style="list-style-type: none"> • Council staff have been actively working with the Emita Hall Special Committee of Council to coordinate refurbishment works also utilising community volunteers to assist where practicable. • A scope of works has been complete, quotes received and preferred contractors soon anticipated to be selected 								

Table 16: Emita Hall – summary data

8.6 Flinders Island Cenotaph

Name	Flinders Island Cenotaph				
Location	Address	Palana Road, Palana			
	Volume/folio	Not identified			
	PID	6424277			
	WDV Land	\$22,000			
	WDV Buildings	NA			
	Tenure	Owned			
Description	<ul style="list-style-type: none"> The Cenotaph on Flinders Island is a significant site where commemorative events, such as the ANZAC Day Dawn Service and Remembrance Day, are held. The Cenotaph also is home to the Islands' honour rolls. 				
Primary use(s)	ANZAC Day Dawn Service and Remembrance Day				
Utilisation	1 – very low	2	3	4	5 - high
Condition	1 - poor	2	3	4	5 - excellent
				✓	
Known issues	<ul style="list-style-type: none"> Difficult to access for persons with mobility issues Community awareness of the site is low. 				
Comments	<ul style="list-style-type: none"> At the time of writing, the final stages of a grant application is being submitted by Council with support from the Flinders Island RSL for funding to contribute to providing bench style seating, interpretative signage, improved access via a concrete pathway with handrail and solar lights to light up the Cenotaph at night. 				

Table 17: Flinders Island Cenotaph – summary data

8.7 Port Davies Boat Ramp

Name	Port Davies Boat Ramp				
Location	Address	Port Davies Rd., Emita			
	Volume/folio	Not defined			
	PID	Not defined			
	WDV Land	Not known			
	WDV Buildings	\$20,000 (boat ramp estimate, not on asset register yet)			
	Tenure	Crown Land			
Description	<ul style="list-style-type: none"> Single land boat ramp – concrete construction Project funded in part through MAST 				
Primary use(s)	<ul style="list-style-type: none"> Boat launching facilities (ramp only) 				
Utilisation	1 – very low	2	3	4	5 - high
Condition			✓		
	1 - poor	2	3	4	5 - excellent
Known issues	<ul style="list-style-type: none"> Project closeout, signage and title/asset creation yet to be finalised. 				
Comments	<ul style="list-style-type: none"> New facility, no historic operating cost. Primarily concrete structures therefore expected to be low. 				

Table 18: Port Davies Boat Ramp – summary data

8.8 Whitemark Showgrounds

Name	Whitemark Showgrounds				
Location	Address	Palana Road			
	Volume/folio	236421/1 & 87210/3			
	PID	6427726			
	WDV Land	\$67,500			
	WDV Buildings	\$232,500			
	Tenure	Owned			
Description	<ul style="list-style-type: none"> Multi-use facility showgrounds including: Exhibition hall Amenities buildings Tea Room Race track and showground area 				
Primary use(s)	<ul style="list-style-type: none"> Annual show Community meetings Equestrian activities Island News printing and collation Hired to groups requiring large gathering spaces and catering facilities. 				
Utilisation	1 – very low	2	3	4	5 - high
		✓			
Condition	1 - poor	2	3	4	5 - excellent
			✓		
Known issues	<ul style="list-style-type: none"> Facility included in MVC Condition Report. Overall structures are in good condition, however, a number of items were identified as requiring maintenance and repair. 				
Comments	<ul style="list-style-type: none"> Despite the current usage and maintenance requirements, the Whitemark Showgrounds are a significant community asset that should be retained and maintained to an appropriate (functional) standard. 				

Table 19: Whitemark Showgrounds – summary data

8.9 Flinders Island Netball Association

Name	Whitemark Netball Courts				
Location	Address	Palana Road			
	Volume/folio	Part of Whitemark Showgrounds			
	PID	Part of Whitemark Showgrounds			
	WDV Land	Part of Whitemark Showgrounds			
	WDV Buildings	Part of Whitemark Showgrounds			
	Tenure	Part of Whitemark Showgrounds			
Description	<ul style="list-style-type: none"> Single netball court Flexipave with line marking and nets 				
Primary use(s)	<ul style="list-style-type: none"> Netball Junior (23 players) and senior (31 players) comp run during winter 				
Utilisation	1 – very low	2	3	4	5 - high
		✓			
Condition	1 - poor	2	3	4	5 - excellent
				✓	
Known issues	<ul style="list-style-type: none"> No running water at netball courts Scorers and spectators would benefit from rain/wind shelter No lights for night time play 				
Comments	<ul style="list-style-type: none"> Gear is stored in the Showgrounds kiosk/shed Some games played at school gym for weeknight games No formal arrangement between FINA and Council for use of the site 				

Table 20 Whitemark Netball Courts: summary data

8.10 Flinders Island Pony and Riding Club

Name	Flinders Island Pony and Riding Club								
Location	Address	Palana Road							
	Volume/folio	Part of Whitemark Showgrounds							
	PID	Part of Whitemark Showgrounds							
	WDV Land	Part of Whitemark Showgrounds							
	WDV Buildings	Part of Whitemark Showgrounds							
	Tenure	Part of Whitemark Showgrounds							
Description	<ul style="list-style-type: none"> • Day yards * 20 • Main covered area • Sand arena • Round yard • 1/3 of main grounds 								
Primary use(s)	<ul style="list-style-type: none"> • Horse riding 								
Utilisation	1 – very low	2	3	4	5 - high				
Condition	1 - poor	2	3	4	5 - excellent				
Known issues	<ul style="list-style-type: none"> • None identified 								
Comments	<ul style="list-style-type: none"> • Facility is occupied through formal lease with Council 								

Table 21 *Flinders Island Pony and Riding Club: summary data*

8.11 Whitemark Tennis Courts

Name	Whitemark Tennis Courts								
Details	Address	7 Walker St							
	Volume/folio	67128/6							
	PID	6427160							
	WDV Land	\$80,000							
	WDV Buildings	\$20,000							
	Tenure	Owned							
Description	Disused tennis courts								
Primary use(s)	None								
Utilisation	1 – very low	2	3	4	5 - high				
Condition	1 - poor	2	3	4	5 - excellent				
Known issues	Poor condition, not utilised.								
Comments	Facility appears to provide limited value to the community. Consider disposing of asset or investigate options for changing the use.								

Table 22: *Whitemark Tennis Courts – summary data*

8.12 Bakery Park

Name	Bakery Park								
Details	Address	Lagoon Road							
	Volume/folio	Not known							
	PID	2091532							
	WDV Land	\$38,000							
	WDV Buildings	\$5,000							
	Tenure	Owned							
Description	Grass park, covered picnic table								
Primary use(s)	Open space, lunchtime eating								
Utilisation	1 – very low	2	3	4	5 - high				
			✓						
Condition	1 - poor	2	3	4	5 - excellent				
			✓						
Known issues	None identified.								
Comments	-								

Table 23: Bakery Park, Whitemark – summary data

8.13 James St. Playground

Name	James St. Playground								
Details	Address	6 James St., Whitemark							
	Volume/folio	Not known							
	PID	6426344							
	WDV Land	Not known							
	WDV Buildings	Not known							
	Tenure	Owned							
Description	Fenced play equipment								
Primary use(s)	None								
Utilisation	1 – very low	2	3	4	5 - high				
			✓						
Condition	1 - poor	2	3	4	5 - excellent				
			✓						
Known issues	None identified.								
Comments	Title and asset issues to be resolved along with FAEC and adjacent dwelling.								

Table 24: James St. Playground – summary data

8.14 Strait Works gallery

Name	Strait Works								
Details	Address	Patrick St, Whitemark							
	Volume/folio								
	PID								
	WDV Land	Leased							
	WDV Buildings	\$27,000							
	Tenure	Building owned, land leased							
Description	Community art gallery								
Primary use(s)	Exhibition space								
Utilisation	1 – very low	2	3	4	5 - high				
				✓					
Condition	1 - poor	2	3	4	5 - excellent				

Name	Strait Works				
			✓		
Known issues	Lack of kitchen, amenities and minimal storage. Minor works to be completed, \$10 K already allocated				
Comments	Relatively new community facility in terms of use.				

Table 25: Strait Works Gallery – summary data

8.15 Flinders Arts & Entertainment Centre (FAEC)

Name	Flinders Arts & Entertainment Centre (FAEC)								
Details	Address	7 Walker St							
	Volume/folio	8208/1							
	PID	6426344							
	WDV Land	Not on asset register							
	WDV Buildings	Not on asset register							
	Tenure	Not well defined							
Description	Multi-use community hall recently upgraded.								
Primary use(s)	<ul style="list-style-type: none"> • Community Events • Council Meetings and Workshops • Community Meeting space • Court House • Singing lessons • Fitness, health & wellbeing classes 								
Utilisation	1 – very low	2	3	4	5 - high				
Condition	1 - poor	2	3	4	5 - excellent				
Known issues	<ul style="list-style-type: none"> • Curtains/blinds needed. • Requires cooling system (upgrade costs being investigated as per Council resolution in December 2013.) 								
Comments	<ul style="list-style-type: none"> • Since the upgrade to the hall, community usage has increased dramatically. So much so that recent issues between different user groups are causing some community groups to look for other spaces to hold their committee meetings. • At the time of writing, the architects that designed the Flinders Arts and Entertainment Centre (FAEC) have been requested to consider the options available and provide a report and quotes back to Council. • Title issues need to be resolved and asset created on Council's asset register for land and buildings 								

Table 26: FAEC / Whitemark Hall – summary data

8.16 Whitemark Foreshore

Name	Whitemark Foreshore area								
Location	Address	The Esplanade, Whitemark							
	Volume/folio	Not identified							
	PID	6426096							
	WDV land	\$100,000							
	WDV Buildings	\$40,000							
	Tenure	Majority of area Leased, small portion owned by TasPorts							
Description	Foreshore open space, toilets, BBQ area, boat ramp and jetty								
Primary use(s)	Recreation and leisure								
Utilisation	1 – very low	2	3	4	5 - high				
Condition	1 - poor	2	3	4	5 - excellent				
	✓			✓					
Known issues	<p>The existing toilet block and barbecue building (commonly referred to as the Opera House and currently without any barbecue facilities) are both in disrepair, poor condition, and are structurally unsound.</p> <p>A section of the foreshore, previously considered to be leased by Council, is owned by TasPorts.</p>								
Current Council Resolution	<ul style="list-style-type: none"> Council adopts the Whitemark Foreshore Redevelopment Plan and directs staff to submit a Development Application for the establishment of the exercise equipment and BBQ Shelter. (March 2014) Council re-directs the sum of \$10,000 from the Whitemark Entry Project to the Whitemark Foreshore Project and that the combined funds of \$20,000 be used to purchase a suitable outdoor barbecue and replace the existing 'Opera House' structure. (March 2013) Council requests the General Manager seek quotes for the demolition of the existing 'Opera House' structure and for the design and construction of a basic shelter and BBQ for the site. These quotes are to be presented to Council for formal consideration. (March 2013) Council agrees to the installation of a series of Outdoor Exercise Stations (funded via a \$30,000 grant from Healthy Islands Project) on the land leased by Council commonly known as the Whitemark Foreshore. Additionally, that Council provides in-kind support; that is, site works and equipment installation to the value of \$5000. This sum of money to come from Council's Public Open Space fund. (March 2013) 								
Comments	<ul style="list-style-type: none"> A Councilor resolution and budget allocation has been provided to replace the existing 'Opera House' and provide barbecue facilities. A successful grant for outdoor exercise equipment is awaiting installation post planning approval, a budget allocation for this has been provided by Council. At the time of writing, the project working group is undertaking planning into the future needs and improvements on the foreshore for a staged improvement approach. The Whitemark Foreshore Plan has been adopted and the Crown Land Approval and Development Application are both in progress. During the 2013/14 six-month Council budget review, a further budget allocation has been allocated to complete works for the barbecue facilities. It is recommended that a budget allocation to improve the toilet facilities be considered by Council in the 2014-15 budget. 								

Table 27: Whitemark Foreshore – summary data

8.17 Badger Corner Boat Ramp

Name	Badger Corner boat ramp								
Location	Address	Badger Corner Rd							
	Volume/folio	Not defined, part of coastal reserve							
	PID	Not defined							
	WDV Land	Not known							
	WDV Buildings	Not known							
	Tenure	Crown Land							
Description	Single land concrete boat ramp with pylons (most broken off)								
Primary use(s)	<ul style="list-style-type: none"> • Recreational and commercial boat launching • High level of use during mutton bird season 								
Utilisation	1 – very low	2	3	4	5 - high				
Condition	1 – poor	2	3	4	5 - excellent				
	✓								
Known issues	<ul style="list-style-type: none"> • The boat ramp was constructed and funded by the local community members. • It requires minor works (\$5-10K) to increase the functionality and safety. These works could be completed during the adjacent bridge upgrade. In principle, MAST has agreed to part-fund works. 								
Comments	<ul style="list-style-type: none"> • Currently not a Council asset. It should be excised from the current foreshore reserve and transferred to Council ownership otherwise MAST is unable to fund the works. 								

Table 28 Badger Corner Boat Ramp: summary data

8.18 Lady Barron Hall

Name	Lady Barron Hall								
Location	Address	10 Main St., Lady Barron							
	Volume/folio	216590/7							
	PID	6430431							
	WDV Land	\$32,000							
	WDV Buildings	\$113,000							
	Tenure	Owned							
Description	Timber and brick								
Primary use(s)	<ul style="list-style-type: none"> • Community Hall • Fitness classes • Gymnasium 								
Utilisation	1 – very low	2	3	4	5 - high				
Condition			✓						
	1 – poor	2	3	4	5 - excellent				
Known issues	<ul style="list-style-type: none"> • Toilets need to be upgraded to provide disabled access. • Kitchen requires replacement. • Very little storage options. • Ventilation in upstairs gym inadequate. • Minor modifications to ingress/egress required for fire safety. • Windows require replacement. 								
Comments									

Table 29: Lady Barron Hall – summary data

8.19 Lady Barron Tennis Courts

Name	Lady Barron Tennis Courts				
Location	Address	Franklin Parade			
	Volume/folio	155686/1 & 155694/1			
	PID	6430351			
	WDV Land	\$77,500			
	WDV Buildings	\$52,500			
Description	<ul style="list-style-type: none"> 2 Concrete tennis courts Children's play equipment Amenities block Disused small building 				
Primary use(s)	<ul style="list-style-type: none"> Occasional Tennis match Young children cycle on courts Occasional camper in/off boat 				
Utilisation	1 – very low	2	3	4	5 - high
Condition	1 - poor	2	3	4	5 - excellent
		✓			
Known issues	<ul style="list-style-type: none"> Playing surface and fencing require repairs. Toilets in very poor condition. Playground equipment in poor condition and unlikely to comply with current standards. Disused building is structurally OK. 				
Comments	<ul style="list-style-type: none"> The site also has the potential to address other needs in the community such as amenities for visiting yachters. 				

Table 30: *Lady Barron Tennis Courts – summary data*

8.20 Holloway Park

Name	Holloway Park				
Location	Address	29 Barr St			
	Volume/folio	Not identified			
	PID	6429553			
	WDV Land	Leased – does not appear in asset register			
	WDV Buildings	Leased – does not appear in asset register			
Description	<ul style="list-style-type: none"> Building Outdoor play equipment Concrete netball court Treated pine playground Sports field 				
Primary use(s)	<ul style="list-style-type: none"> Very limited use in past 10 years Small section leased to Lapidary society, little activity Recently hosted Lady Barron Festival 				
Utilisation	1 – very low	2	3	4	5 - high
Condition	✓				
	1 - poor	2	3	4	5 - excellent
Known issues	<ul style="list-style-type: none"> Provide additional exit signage. Ensure all exits have lever set and non-lockable from inside. Remove treated pine play equipment. Replace water tank. Paint external FCS. 				
	<ul style="list-style-type: none"> Facility is shown as leased and therefore not on asset register. Condition score reflects primarily building and structures. 				
Comments					

Table 31: *Holloway Park – summary data*

8.21 Yellow Beach BBQ and Picnic Areas

Name	Yellow Beach BBQ and Picnic Areas				
Location	Address	Pot Boil Road			
	Volume/folio				
	PID	6431880			
	WDV Land				
	WDV Buildings				
Description	<ul style="list-style-type: none"> • Shelter and BBQs • Camping and toilets • Water tank 				
Primary use(s)	<ul style="list-style-type: none"> • Public access BBQ area • Overnight camping • Associated with adjacent beach • Community events 				
Utilisation	1 – very low	2	3	4	5 - high
Condition	1 - poor	2	3	4	5 - excellent
Known issues	<p>Facilities generally in good condition</p> <p><i>MVC condition report:</i></p> <ul style="list-style-type: none"> • Water tank and stand need replacing. 				
Comments	<ul style="list-style-type: none"> • Site is leased. • Cleaning undertaken by Parks and Wildlife Service. • Land value in asset register, but not buildings. 				

Table 32: Yellow Beach BBQ Area

8.22 North East River Road Camping area – summary data

Name	North East River Camping Area								
Details	Address	North East River Road (refer)							
	Volume/Folio	127060/1							
	PID	1762525							
	WDV Land	\$57,500							
	WDV Buildings	na							
Description	<ul style="list-style-type: none"> • Informal caravan and camping area. • Land only, no buildings or structures • Site created by Council following DPIPWE shack sites project with intention of developing the site further 								
Primary use(s)	Caravans and camping								
Utilisation	1 – very low	2	3	4	5 - high				
Condition	1 - poor	2	3	4	5 - excellent				
Known issues	<ul style="list-style-type: none"> • Anecdotally a few locals use the site. • No amenities. 								
Comments	<ul style="list-style-type: none"> • Site is essentially not costing Council any money, but offers no immediate or strategic value to the community. 								

Table 33: NE River Camping Area- summary data

9. Preliminary stakeholder analysis

A preliminary round of stakeholder engagement was undertaken in the early phases of the project. The purpose of the stakeholder engagement process was to:

- increase the project teams understanding of the levels and types of uses being undertaken at various sites;
- identify operational issues associate with current facilities; and,
- seek views on various options for relevant sites.

A list of stakeholders is provided in Appendix F.

These discussions have been critical for providing the project team with a community and users perspective on recreational and community facilities. Not only of the facilities themselves, but also of the service delivery models and associated business processes employed by Council in operating these assets.

Each community has different needs

While the Flinders Island community as a whole is small, the needs and expectations from the islands' different communities differ somewhat. These differences appear to be driven by population demographics as well as historical connections to facilities and sites.

During the initial consultation phase with community members it was clear that each of these communities is unique, having their own particular issues, concerns and aspirations for the assets that relate to them. Commonly, all communities acknowledged the importance of Flinders Island's natural, built and social assets that relate to their locale, and their relationship to their cultural and social needs. Place-based approaches commonly acknowledge the assets that already exist within communities and work to support and build on this capacity to empower communities to address their own issues, in their own ways.

The aim of a place-based approach is to encourage and empower people to help them make decisions that affect their lives, and by providing support to create the conditions needed for a healthy and happy life.

Strong sense of ownership, social capital is high

The project team observed significant social capital and community capacity in the preliminary consultation phase. The 2011 Census figures supports this observation, showing the rate of participation in community life through volunteering in the municipality is 39% - almost double both the Tasmanian and Australian averages.

One of the key findings from this for this project is the importance of engaging strongly with the community on the Infrastructure Plan and associated projects. The social capital in the community cannot be taken for granted, and engaging with them is fundamental to shaping the plan and making it successful.

A good eye on equity issues

It is clear that community members have an eye on what is happening in other parts of the Island, often questioning the project team about why certain areas were receiving funding for particular projects or not.

These were reasonable questions and, in most cases, appeared to be driven by the recognition of the need for Council to be prudent with expenditure.

Section summary

Key point 27: The preliminary stakeholder discussions provided a valuable insight into the Flinders Island community; its thoughts and ideas around what Council should be doing with recreational and community facilities. In addition to ideas around specific facilities, three broad issues were identified through this process. Firstly, there are differences across the Island about what people would like to see happen. Second, there is a strong sense of ownership for sites, with many people investing a great deal of time to help run activities. Finally, the community wants to understand the decisions Council makes about these facilities to ensure they are equitably allocating time and resources.

10. Preliminary Infrastructure Plan

A Preliminary Infrastructure Plan has been prepared based on key findings from the recreational and community facilities assessment and associated stakeholder consultation activities.

The Preliminary Infrastructure Plan is made up of six key areas:

Strategic investment themes: Identifying areas the Council should be investing in to support recreational and community activities on Flinders Island.

Investment principles: Considerations to take into account when making decisions on the plan.

Strategic recommendations: High-level recommendations relating to specific topics or stakeholders, rather than specific sites.

Site-specific recommendations: Targeted recommendations about specific sites.

Implementation framework: A framework to turn the recommendations into a plan that is adequately resourced, prioritised and programmed.

Financial assessment: Preliminary assessment of the short-term impact, and suggested allocations, as well as long-term impacts in a financial sustainability context.

10.1 Strategic investment areas

These strategic investment areas provide guidance on the type of recreational and community activities that investments should target. The themes have been derived directly from the assessment report.

Strategic Investment Area	Typical activities
Health and Wellbeing	Individual and/or group exercise, gym work, yoga/meditation/Pilates, stretching, walking, running, riding, golf, shooting
Arts, culture and history	Theatre and musical performance, workshops, exhibitions and displays, presentations, historical displays and interpretations.
Recreational boating and fishing	Boat launching and retrieval, boat wash down, fish cleaning, amenities.
Foreshore recreation – camping, picnics & BBQs	Long or short-term camping, beach BBQs and bonfires, picnics, learn to surf school.
Getting together – celebrating, learning, sharing, remembering	Craft groups, special interest groups, parties, dances, community events and special presentations, fairs and markets.

10.2 Investment principles

A set of investment principles have been formulated to guide decisions and the assessment of options within the Preliminary Infrastructure Plan. The principles do not direct where

investments should be made (that is the purpose of the Strategic Investment Areas); rather, they provide considerations or criteria on how to select a preferred option.

The investment principles provide a framework for help guide decisions on where the Council's energies and resources should be placed.

Investment principles	Description
The investment needs to align to the greatest extent possible with Council's current strategies and priorities.	These investments need to be ticking as many boxes as possible from Council's Strategic Plan. This document was put together in consultation with the community and, from an overarching perspective, is the community's statement on what is important to them and where they want Council to focus.
The best kinds of investments are those that lever off of existing sites.	In a small community like Flinders Island there is no demonstrated need to be expanding Council's land holdings. It is generally better to do something with what you have than go and build something completely new at a new site. The less sites Council has to manage the better.
There is good evidence of demand and community support for the particular service or opportunity the investment provides.	Council and the community are not interested in speculative investments. An 'if we build it they will come' approach is not affordable or appropriate. The investment needs to provide for services or opportunities that align with strong community messages and demonstrated needs.
The investment must provide for high levels of access to all users of all ages, with particular consideration for an aging population.	The Flinders Island population is ageing. Therefore, any investment must provide for high-quality access for all, meaning that it meets disability design access requirements, and is designed with an ageing population in mind.

10.3 Strategic and site-specific recommendations

Strategic and site-specification recommendations have been developed from the assessment report. Justifications for the recommendations are included as well as an identification of the relevant Strategic Investment Area the recommendation addresses.

Issue	Strategic Recommendation(s)	Justification	Strategic Investment area(s)
Recreational Boating and Fishing Plan	Recommendation 1: 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.	Recreational boating and fishing is a significant part of the Flinders Island lifestyle, potentially one of its defining aspects, and warrants particular focus to ensure efforts are aligned across the various stakeholders and to put users in a strong position to access additional funds or grants that support events or infrastructure upgrades.	Recreational Boating and Fishing
The Golf Club Public Private Partnership (PPP)	Recommendation 2: Council 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.	Council has previously affirmed its interest in exploring a partnership with the Golf Club and has directed the General Manager to continue working with the Flinders Island Sports & RSL Club to further explore opportunities relating to the development of a recreational, community facilities and housing hub at the Golf Club site. This recommendation and the associated justification needs be read in conjunction with the site-specific recommendations for FAEC, which address the fact that the site is reaching capacity and there are increasing occasions of incompatible uses at the site.	Health and Wellbeing Getting Together
Memorandum of Understanding (MoU) with the Department of Education	Recommendation 3: 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.	In a small community like Flinders Island it is simply not efficient to duplicate assets like the school's gymnasium and pool. All reasonable efforts must be made to maximise community benefit from facilities of this nature. While the swimming pool and gymnasium are Department of Education assets, a significant proportion of the funding for these facilities was raised through local community efforts. It is also understood that a number of discussions have occurred between school	Health and Wellbeing

Issue	Strategic Recommendation(s)	Justification	Strategic Investment area(s)
		<p>management, user groups and Council; however, development of ongoing access arrangements that satisfactorily addresses all stakeholder issues and risks has not been achieved.</p> <p>The development of a MoU provides a process for identifying access issues and, importantly, a partnership approach to the development of solutions in a way that is both practical and responsive to risks, liabilities or concerns of the parties involved.</p>	
Lady Barron Masterplan	<p>Recommendation 4: Prepare an integrated masterplan for Lady Barron that provides a clear picture of the township's layout now and into the future, with strong linkages between various sites and facilities, and critically opens up access to and usage of foreshore land.</p>	<p>There are a number of conversations (aside from this project) happening in the community around specific sites in Lady Barron. While at the site-specific level many of the issues and options are worthy of exploration, the absence of an overarching masterplan that ties these various sites and activities together, particularly along the foreshore area (with linkages back into the other areas of the township), increases the potential for a disjointed township that feels somewhat 'cobbled together.'</p> <p>The development of a township masterplan does not necessarily have to be a large complex project, but a straightforward consideration of the layout of the township and how the various sites and uses fit together, along with the associated traffic and pedestrian linkages.</p> <p>The foreshore area, from Yellow Beach through to the public wharf, warrants particular attention, as there is an opportunity to</p>	<p>Foreshore recreation Health and Wellbeing Recreational boating and fishing</p>

Issue	Strategic Recommendation(s)	Justification	Strategic Investment area(s)
Transfer relevant Crown Land to Council	Recommendation 5: Initiate a review of all Crown Land on the Island and, where deemed necessary to deliver local services, transfer relevant parcels to Council.	<p>capitalise on this natural asset.</p> <p>A number of sites on the Island, for example, the sports ground at Emita Hall, are Crown Land. To facilitate the planning and delivery of local services and projects these should be transferred to Council.</p> <p>Rather than progress each transfer individually, it would be more efficient to initiate a process that assesses all Crown Land on the Island, identifies those parcels critical to local service delivery, and works with Crown Land Services to transfer these to Council as part of the one project.</p>	Not applicable
Review of asset register	Recommendation 6: 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.	A number of irregularities were identified in the asset register through this project.	Not applicable
Recreational and community facilities program of work	<p>Recommendation 7: Create a dedicated program of work to scope, cost, procure and implement the priority repairs and upgrades to recreational and community facilities, particularly the Whitemark Showgrounds, Lady Barron Hall, and Whitemark Foreshore.</p> <p>Recommendation 8: Engage the services of an external project manager with relevant experience to develop and implement the program.</p>	<p><i>The MVC Condition Report</i> identified a broad range of issues and upgrades needed. It was not clear from the report which items were true compliance issues and which were driven by condition only. Some appeared to be 'nice haves.'</p> <p>Furthermore, the cost estimate that were received from the two local contractors varied significantly, indicating the scope of works need to be better defined to derive an accurate cost estimate.</p> <p>The alternative to a programmed approach is to progress works site by site; however, this</p>	Health & Wellbeing Getting Together Recreational Boating and Fishing

Issue	Strategic Recommendation(s)	Justification	Strategic Investment area(s)
	<p>Recommendation 9: Implement the works as a single program of works delivered by a single contractor (possibly two) and overseen by one project manager.</p>	<p>would be highly inefficient and disruptive to internal staff's normal duties.</p> <p>Council will receive better value procuring the works as a single program; increasing purchasing power and the efficiencies of the program. Furthermore, any costs associated with building and implementing the program of works could be capitalised against the relevant assets and not impact on recurrent expenditure.</p> <p>Ideally, the project manager would have a good understanding of the Building Code of Australia (BCA) – possibly even a building surveyor – cost estimation, and tendering and contract management. A preliminary market assessment indicates there are a number of individuals in the Tasmanian market with these skills and experience.</p>	

Table 34: Flinders Island Recreational and Community Facilities Preliminary Infrastructure Plan – strategic recommendations

Facility	Site specific recommendation	Justification	Strategic Investment Area(s)
Palana Open Space	<p>Recommendation 10: Retain the Palana Open Space site and continue current operational arrangements.</p>	<p>Although utilisation of the site appears to be quite low, the costs of retaining the site are as well. As land-only there are no depreciation costs and, in terms of maintenance, Council's work crews only visit the site periodically for clean-up and slashing.</p> <p>As foreshore land, and in a medium to long-term context, the site has strategic value and would be expensive to replace down the track if it was sold at this point.</p>	Foreshore Recreation
Killiecrankie Recreation Area	<p>Recommendation 11: Finalise the Killiecrankie Draft Masterplan to define the layout of the site, confirm land and property details/requirements, operations and maintenance arrangements and future asset upgrades, if any.</p> <p>Recommendation 12 Install new toilets at Killiecrankie.</p>	<p>This site is highly valued by the local community and worthy of ongoing investment.</p> <p>There were some comments that the current beach access and parking arrangements can cause problems during peak use periods.</p> <p>The toilets are non-functioning with services currently being provided via a portaloo.</p> <p>Council owns three properties in the area.</p>	Foreshore Recreation
Emita Hall	<p>Recommendation 13: Complete the currently approved Emita Hall upgrade works as per the scope, design and budget.</p> <p>Recommendation 14: Following at least six-months use of the upgraded Emita Hall develop a site management plan to cover day-to-day operations and management of the site, as well as identify potential future upgrades or works to the grounds or buildings.</p>	<p>An investment in the Emita Hall and Showgrounds is a strategic and important investment, and aligns strongly with this plan's investment themes.</p> <p>Additionally, as an example of placed-based infrastructure planning, the Emita Hall Project showcases what local communities can and want to achieve in their local 'place.' The local community has shown strong levels of support for the facility and invested significantly in getting the various designs to their current state.</p> <p>The Emita Hall Committee has reaffirmed its commitment to the development of long-term sustainable uses for the site.</p>	Getting together Health and Wellbeing

Facility	Site specific recommendation	Justification	Strategic Investment Area(s)
Port Davies Boat Ramp	<p>Recommendation 15: Finalise land transfers from the State Government to Council for the newly constructed Port Davies Boat Ramp.</p> <p>Recommendation 16: Following completion of the land transfer add the land and built assets for the Port Davies Boat Ramp to Council's asset register.</p>	<p>The new boat ramp, which was funded through a partnership arrangement between MAST and Council, currently sits on Crown Land and is part of a much larger title.</p> <p>The funding agreement with MAST requires ownership and maintenance of the boat ramp to sit with Council once the works are completed.</p>	Recreational Boating and Fishing
Flinders Island Cenotaph	None identified	Not applicable	Getting together
Furneaux Museum	None identified	The current asset and the associated operational framework are delivering sustainable value to the community. Undoubtedly there will be some potential improvements to both these areas, but these can be addressed through the usual process of continual improvement, as opposed to being specific recommendations in this plan.	Arts, culture and history
Whitemark Showgrounds	<p>Recommendation 17: Undertake a detailed investigation of building issues raised in the <i>MVC Condition Report</i> and, through engaging with users, develop a costed and prioritised schedule of works for Council consideration.</p>	<p>The Whitemark Showgrounds is used for a variety of purposes. In addition to the venue for the annual Flinders Island Show, the site is the home of the Flinders Island Pony and Riding Club and the Flinders Island Netball group, and is also used by Flinders Island News as a space for preparing and collating the newsletter.</p> <p>External groups also hire it.</p> <p>While areas of the site are used fairly frequently, investment needs to be well considered, commensurate to the actual levels of use and only done to a level that ensures a serviceable standard is maintained.</p> <p>The scoping, design and costing of the works</p>	Getting together Health and Wellbeing

Facility	Site specific recommendation	Justification	Strategic Investment Area(s)
		should be completed under the proposed Recreational and Communities Facilities Program of Works.	
Whitemark Tennis Courts	Recommendation 18: Investigate development opportunities for the Whitemark Tennis Courts, including housing or retail/commercial development.	<p>There is limit demand for the site and it is in a state of disrepair.</p> <p>As a centrally located piece of land, if it is developed, the site has the potential to add value to Whitemark. .</p>	Not Applicable
Bakery Park	Recommendation 19: Install additional covered seating at Bakery Park.	The site is well-used by the local community and it is not uncommon to see the existing seating fully occupied at lunch times. There is adequate capacity for additional seating on the site.	Getting Together
Whitemark Foreshore Masterplan	<p>Recommendation 20: Continue with the development and implementation of the Whitemark Foreshore Masterplan Stages 1 and 2.</p> <p>Recommendation 21: 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.</p> <p>Recommendation 22: 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.</p>	<p>The Whitemark Foreshore Masterplan and associated works is a well-progressed project with Council and community support both in principle and in funding.</p> <p>The inclusion of the TasPorts jetty and shed into the Masterplan area, including taking over these facilities by Council, is an idea worth exploring further. However, it will be important to understand the true costs and benefits of the proposal before implementing, as the assets carry potential significant liabilities (large, old assets in a coastal zone).</p>	Foreshore Recreation

Facility	Site specific recommendation	Justification	Strategic Investment Area(s)
James St. Playground	No specific recommendation	Not applicable	Not applicable
Flinders Arts and Entertainment Centre (FAEC)	<p>Recommendation 23: Review current usage and management arrangements for the facility to ensure that potential for incompatible use is minimised.</p> <p>Recommendation 24: Resolve titles issue at the site, and include the land and building in the asset register.</p>	This facility is one of the most used facilities on the Island. The level and nature of uses can sometimes lead to interferences between different users.	<p>Getting together</p> <p>Arts, culture and history</p> <p>Health and Wellbeing</p>
Badger Corner Boat Ramp	<p>Recommendation 25: Initiate transfer of the Badger Corner Boat Ramp from the State Government to Council.</p> <p>Recommendation 26: Undertake minor works at the Badger Corner boat ramp to improve use and safety (remove rocks from prop zone, extend platform and replace pylons).</p>	There is an existing boat ramp at the site and, with a relatively small investment, safety and usability can be improved significantly.	Recreational Boating and Fishing
Lady Barron Hall	<p>Recommendation 27: Undertake a detailed investigation of building issues raised in the <i>MVC Condition Report</i> and during consultation on the draft plan on Lady Barron Hall. In consultation with users develop a costed and prioritised schedule of works for the combined upgrades and modifications for Council consideration.</p>	<p>Currently the Lady Barron Hall is a multi-use facility that includes community events as well as organised health, wellbeing and fitness classes, and a private gym.</p> <p>The kitchen facilities are in very poor condition and do not meet current food preparation or serving standards. The Hall also requires a disabled access toilet.</p> <p>There is inadequate storage in the Hall for equipment during large events or gatherings.</p>	<p>Getting together</p> <p>Health and Wellbeing</p>

Facility	Site specific recommendation	Justification	Strategic Investment Area(s)
		<p>The Hall is also frequently used by FIAAI for various activities. It is not clear that painting the external block work, as <i>The MVC Condition Report</i> suggests, will deliver real benefits in terms of asset life-cycle cost. While it may be an aesthetic improvement that is a different proposition.</p> <p>There is a good level of support from the community for the continued use of this facility. The facility warrants a major upgrade to address building condition, compliance and functionality issues.</p>	
Lady Barron Tennis Courts	<p>Recommendation 28: Undertake necessary minor works to improve the tennis courts (i.e. nets, surface repairs).</p> <p>Recommendation 29: Upgrade the amenities block at the Lady Barron Tennis Courts. The structure should be portable to ensure it can be relocated if necessary.</p>	<p>The Lady Barron Tennis Courts is a strategically significant site for the township and all reasonable efforts should be made to develop its long-term sustainable usage. It is a prominent site on a major intersection near the waterfront and has the potential to contribute in a variety of ways.</p> <p>The existing courts are in very poor condition and there appears to be very little demand to use them. The toilet blocks and swing set are in poor condition and require upgrades. There is an empty building on the site that is permanently vacant and unused.</p> <p>In the short-term the tennis courts and the amenities block require work.</p> <p>As part of the proposed Lady Barron Masterplan the ongoing use of the site should be reviewed.</p> <p>To provide future flexibility, the upgraded amenities block should be portable and easily relocatable to an alternative site.</p>	<p>Health and Wellbeing</p> <p>Recreational Boating and Fishing</p> <p>Foreshore recreation</p>

Facility	Site specific recommendation	Justification	Strategic Investment Area(s)
Holloway Park	<p>Recommendation 30: Undertake priority works to address immediate risks to human health and public safety.</p> <p>Recommendation 31: Undertake a detailed investigation, including community engagement, into possible future uses for Holloway Park that might increase its use-value as well as provide associated recreational benefits to the community.</p>	<p>It was evident in the initial stakeholder interviews that the Lady Barron community is very passionate about Holloway Park. The community also recognises that the level of activity at the site is very low.</p> <p>The netball court surface is in poor condition, the children's playground equipment is currently not up to standard, and the cricket pitch and grounds are an uneven carpet mix of weeds with little grass. However, the building itself is in good condition and, with some relatively minor investment, could become a valuable space.</p> <p>While it is recognised that twenty years ago the Park's facilities were regularly used for sporting and youth activities, the demand for this has diminished. The preliminary stakeholder engagement suggested that there is very little demand for the same regular sporting and youth activities that previously occurred at the site.</p> <p>Given the strong historical significance of this site, a detailed investigation should be undertaken to assess all possibilities. However, without renewed interest in the site, leading to increased and sustainable levels of its utilisation, Holloway Park should be sold; or, alternatively, leased to a third party to undertake other activities.</p>	<p>Health and Wellbeing Getting together</p>
Yellow Beach BBQ and Picnic Area	<p>Recommendation 32: Implement the priority works at Yellow Beach identified in <i>The MVC Condition Report</i>; that is, replace the water tank and construct a toilet.</p>	<p>The site is well utilised and highly valued by the local community and an important asset in terms of foreshore recreation.</p> <p>No suggestions or comments were made during the preliminary stakeholder discussions about the need</p>	<p>Foreshore recreation</p>

Facility	Site specific recommendation	Justification	Strategic Investment Area(s)
North East River Caravan and Camping Area	Recommendation 33: Seek community views for alternative uses for the North East River Caravan and Camping Area and if no feasible options are identified dispose of the site.	for major upgrades or modifications at the site. There is very little camping or caravanning at the site and there appears to be no strategic reason to hold onto it.	Not applicable
Strait Works gallery	Recommendation 34: Support Flinders Island Regional Arts to development a management plan for the facility, including a works plan for any upgrades or modifications.	Strait Works Gallery is a relatively new Council acquisition and, prior to commencing any ongoing programs, it would be beneficial to assess the space and make any changes necessary to suit its intended use.	Arts, culture and history

Table 35 Flinders Island Recreational and Community Facilities Preliminary Infrastructure Plan - Site Specific Recommendations

10.4 Implementing the recommendations

The recommendations have been prioritised using the investment principles as considerations or criteria. It is important to note that recommendations that rate low are not necessarily considered to be unimportant. However, they are deemed to be issues less important than medium or high recommendations, and can probably be deferred without a material impact. Refer to Table 36 for a brief description of the prioritisation timeframes.

Priority	Timeframe
Low	Commence implementation within next 1-5 years
Medium	Commence implementation within next 1-2 years
High	Commence implementation within next 12 months

Table 36: Recommendations prioritisation timeframes

Prioritisation is based on the Assessment Report as well as considering the impact that implementing the recommendations will have on Council's time and resources. The levels of priority may change as new information becomes available. This Preliminary Infrastructure Plan is simply a guide to the order in which things should occur depending of their priority level.

Following consultation on the Preliminary Infrastructure Plan, any subsequent amendments the recommendations will be translated into a scheduled plan or program.

The complete list of recommendations, sorted by priority, is available in Appendix G. Preliminary cost estimates, including Council time and external resources, for each recommendation are also included. In some cases, recommendations associated with the same site were allocated differing levels of priority and, therefore, will appear at different points in the document.

10.4.1 Summary of recommendations by priority

The following section provides a summary of the main recommendations under each priority area.

10.4.1.1 High priority recommendations

Perform priority repairs and maintenance, and undertake upgrades at existing sites that are there to stay

- Identify and undertake priority maintenance repairs and upgrades at the Whitemark Showgrounds and Lady Baron Hall.
- Replace the water tank at Yellow Beach and install a toilet.
- Continue with the Emitta Hall upgrade.
- Implement the works associated with Whitemark Foreshore Masterplan.
- Install a toilet at Killiecrankie Recreation Area.
- Where practical, bundle all these works into a single program of work managed by a dedicated project manager to maximise efficiency.

Existing planning issues

- Continue with the Golf Club PPP project and develop to business case stage.
- Develop an overarching plan for recreational boating and fishing facilities on Flinders Island.

Mitigate risk to Council and the community

- Address and rectify issues identified in *The MVC Condition Report* that present a risk to Council and/or the community.

10.4.1.2 Medium priority recommendations

Initiate site planning and investigations

- Look at the feasibility of taking over the TasPorts jetty and sheds at Whitemark, and develop as part of the Whitemark foreshore.
- Finalise the masterplan for Killiecrankie Recreation Area.
- Initiate detailed planning and investigations into future options for Holloway Park.

Administrative actions

- Review the asset register.
- ‘Tidy up’ titles issues at existing facilities.
- Initiate discussions with the Department of Education to develop a MoU to facilitate access to the school’s recreational and sporting facilities.

10.4.1.3 Low priority recommendations

- Prepare a township masterplan for Lady Barron
- Dispose of sites where no demand for them exists and there is no strategic long-term reason to retain them.

10.5 Financial implications

10.5.1 Short-term investment – the next 2-3 years

10.5.1.1 Capital costs

The plan proposes a targeted program of works to undertake repairs and minor upgrades at a number of critical facilities identified as important to the community now and into the future.

The combined value of the capital works associated with the high priority recommendations is in the order of \$600-750,000 spread over two years. This estimate is very preliminary, as the scope of the individual items is not yet comprehensively defined.

10.5.1.2 Operational costs

The combined value of these works is in the order of \$750,000; representing additional depreciation and running costs of around \$30,000 once the works are completed and operational.

Moreover, depreciation and operation and maintenance, and depending on the funding model adopted by Council, there will be additional costs from either interest from borrowings or foregone earnings from existing investments.

10.5.2 Medium to long-term investments

10.5.2.1 What is driving future costs

Looking beyond the short-term projects, there is a high level of uncertainty for other sites as well as potential new projects. This makes it difficult to accurately estimate future expenditure for financial planning purposes. Depending on the direction Council and the community wish to take with these sites, the level of investment could be negligible (mothball or sell the sites) or significant (major redevelopments with a combined total potentially greater than \$2m). There is then the question of how much is Council-funded and how much from other areas such as grants.

The main sites/projects in this category are:

- The Golf Club
- Holloway Park
- Recreational boating and fishing facilities

Investigating these projects represents a significant investment of organisational time and associated costs to Council. As a general rule, costs incurred in developing the business case must be treated as a recurrent expense and cannot be capitalised against the asset that will be created. Typically, these costs are 4-6% of the total project budget.

10.5.2.2 Funding the program

The report and plan is not recommending a particular funding model. Rather, it simply states that investment in recreational and community facilities will require Council and the community to consider where the money will come from. In this regard, there are three broad options for funding the works.

1. Raise revenue (rates)

Council's current rate revenue is \$1,087,471 across 1162 rateable properties. This equates to an average rate cost per rateable property of \$936. Assuming Council was to commit to a program of works in the order of \$2m over four to six years, the additional cost per rateable property would be \$1721 for the full five years, or \$344 per year. It should be noted that these numbers are indicative only.

2. Draw on Council's cash reserves

Council holds approximately \$8,000,000 in investments and cash reserves, which on average in the 2012/13 financial year earned 3.65%. (A high proportion of the money sits in government guaranteed funds and, therefore, earns relatively low interest).

The program of work could potentially be delivered from these reserves and, based on a total spend of \$750,000, would reduce interest earnings by \$27,375 per annum (nominally).

3. Debt funding

Local government in Australia has extraordinarily low levels of debt. In an organisation like Flinders Council, there is capacity to lever off this significant asset base and fund projects through debt.

10.5.3 Land disposal

There are potential revenues associated with disposing of unwanted land. The Preliminary Infrastructure Plan identifies North East River Camping area and the Whitemark Tennis Courts as potential candidates for sale. The sale of land by Councils is controlled under Part 12, Division 1 of the Local Government Act 1993 (see Appendix H).

Under the Act, land associated with recreational and community facilities would be considered public land and, thus, come under Section 178: Sale, exchange and disposal of public land. Sale of land under this section must have absolute majority support and Council's intention to sell it must be publicly advertised on two occasions.

If an objection is received, Council must consider the objection and advise the objector within seven days of a decision being made, and notify them on their rights of appeal. A person who makes an objection may submit an appeal to the Resource Management and Planning Appeal Tribunal and have the matter heard.