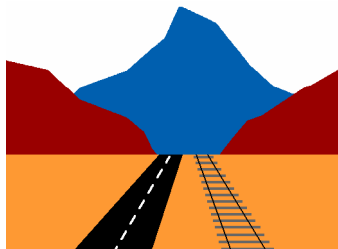


THE FLINDERS RANGES COUNCIL



BUSINESS PLAN

2006 - 2007

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INTRODUCTION

The Business Plan is Council's management document setting out the works that need to be undertaken to meet the goals and objectives of the Strategic Plan and the targets set out in the associated Financial Plan. The accompanying budget is structured to meet the identified priorities of the Strategic Plan and the continued delivery of quality, cost effective services to the community.

Local Government is operating in a climate of change and uncertainty due to the application and implementation of State Government directives. The requirement to collect Natural Resource Management levies and the setting of sustainable fees and charges to achieve full cost recovery for services and infrastructure influences Council's rate revenue raising capacities.. The need to recognise non – current assets, the setting of appropriate depreciation rates and affordable capitalisation policy is driven by the outcomes of the financial sustainability report. Funding constraints, increased reporting and accountability requirements, community expectations and environmental compliance stretches resources across the many activities undertaken by Council.

The long term financial plan projects the level of funding needed to achieve the community outcomes set out in the Strategic Plan and meet the outside influences established by State Government policy whilst ensuring that Council's assets are replaced, enhanced and maintained in a timely and affordable fashion.

The budget and Business Plan are aimed at achieving the Mission Statement to enhance the well – being of the community by maintaining and improving the quality of life within the Council district.

Note : The monetary values and milestones for each activity will be completed after Council has approved the budget for the next financial year.

ROADS MANAGEMENT

Overall Objective

To provide a safe road network which meets current road engineering standards and the needs and expectations of the community.

Scope and Resources Employed

- The Council currently has 1 268 kilometres of road network comprising 17 kilometres of sealed surface and 1 251 kilometres of gravel surface.
- This activity employs 10 permanent staff utilising Council - owned plant. Casual staff are used on a needs basis.
- Some work is also undertaken by contractual services and engineering expertise is provided by consultants.

Statement of Current Issues

- Recognise that Council's responsibility is to all road users, not just residents.
- Recognise that the extent of the roadworks undertaken is constrained by available funds derived from rate revenue, Grants Commission funding, allocations obtained from Commonwealth taxation, and the resultant application of plant, material and human resources according to funding availability.
- The availability of funds needed to ensure the viability of the sealed roads system is being examined against the demands of the established road hierarchy.
- Funds from the *Roads to Recovery Program* enable Council to expand road improvement activities.

Targets

- The general maintenance of all sealed and unsealed roads.
- Continue to improve footpath standards and pedestrian amenity in Quorn and Hawker.
- Continued improvement of the Council's sealed road network.

Action Plans

1. Transport, grade and compact gravel for road construction and maintenance.
2. Maintenance of sealed roads by patching, edging and shoulder maintenance, and reconstruction where necessary.
3. Where necessary place and maintain appropriate road signs to alert drivers to road works and other hazards.
4. Continue footpath construction / maintenance programme.

Key Performance Indicators

To complete, subject to limitations or constraints resulting from weather and resource availability, the following road projects in accordance with the calendar provided –

Specific Road Projects 2006 – 2007

Location	Length	Cost	Period of Work
Warcowie Road	900 m	\$ 17 000	01.07.2006 – 14.07.2006
Simmonston Road	1 200 m	\$ 23 000	17.07.2006 – 28.07.2006
Carrieton Road	1 100 m	\$ 22 000	31.07.2006 – 11.08.2006
Old Gunyah Road	1 340 m	\$ 25 500	14.08.2006 – 25.08.2006
Arden Vale Road	900 m	\$ 17 000	28.08.2006 – 14.08.2006
Peppertree Lane	1 300 m	\$ 25 000	18.09.2006 – 06.10.2006
Stewart Road	1 300 m	\$ 24 000	09.10.2006 – 20.10.2006
Third Street	Reseal	\$ 41 000	11.10.2006 – 14.10.2006
Barber Street	300 m	\$ 8 000	23.11.2006 – 03.11.2006
North Terrace 'T' Junction	700 m	\$ 18 000	06.11.2006 – 17.11.2006
Shepstone Street	520 m	\$ 10 000	20.11.2006 – 30.11.2006
Sixth Street Footpath	63 x 3 m	\$ 18 000	01.12.2006 – 21.12.2006
Seventh Street Footpath		\$ 15 000	01.12.2006 – 21.12.2006
Williams Street Footpath		\$ 9 000	05.02.2007 – 09.02.2007
Second Street R2R		\$170 000	01.03.2007 – 30.06.2007

Operational Budget

	2005 / 2006 Budget \$	2005 / 2006 Estimated Actual to 30 June \$	2006 / 2007 Budget \$
Operating Costs	703 350	603 470	712 500
Depreciation	738 599	103 918	103 918
Capital Costs	-	192 880	-

Sources of Funding

Rates, grants.

WASTE MANAGEMENT

Overall Objective

To adequately maintain waste disposal areas to meet Environmental and Public Health legislation, and safety standards.

Scope and Resources Employed

- Maintain two (2) refuse disposal areas within the Council area.
- Operate an appropriate street bin collection service in Quorn and Hawker, and other areas as required.
- Contract labour is used to collect street and domestic rubbish within Quorn and Hawker.
- Council employees are utilised to collect rubbish from recreational areas outside of towns.
- Contractors are used to dig and cover refuse disposal facilities.

Statement of Current Issues

- Changing environmental legislation will significantly impact on Council's responsibilities and activities.
- An on – site disposal system for the disposal of waste oil is now operational.
- Recycling is curtailed due to transport costs and low prices received for recyclables.
- To establish a new waste disposal system complying with Environment Protection Authority criteria.

Targets

- To meet Environmental, and Occupational Health and Safety Standards.
- To keep town streets and public spaces clean of rubbish.

Action Plans

1. To clear street bins a minimum of once per week.
2. Cover refuse disposal areas as per operating standards and conditions or more frequently if required.
3. To empty rubbish bins in other areas on a regular basis.
4. Maintain fire breaks and catch fences, and remove wind blown material around refuse disposal areas on a regular basis.
5. Make operational a new waste disposal system.
6. Implement the environmental monitoring programme as directed by the Environment Protection Authority.

Key Performance Indicators

- 1.0 Complete within budget to relevant standards.
- 1.1 No street bin to remain full longer than twenty – four (24) hours.
- 2.2 Cover rubbish at Quorn and Hawker refuse disposal areas in accordance with licence conditions.
- 3.1 Full rubbish bins in other areas to be emptied within twenty – four (24) hours of notification.

Operational Budget

	2005 / 2006 Budget \$	2005 / 2006 Estimated Actual to 30 June \$	2006 / 2007 Budget \$
Operating Costs	151 200	142 000	186 933
Depreciation	3 266	3 266	3 133
Capital Costs	24 000	26 887	-

Sources of Funding

Service charges, rates 100 percent.

PUBLIC HEALTH, SAFETY AND ENVIRONMENTAL SERVICES

Overall Objective

To ensure public health and safety are achieved in respect to building and development work in accordance with the relevant Acts, Regulations, By-laws and Standards; and maintain and enhance the District's natural and physical resources to enable present and future generations to meet their social, economic and cultural needs.

Scope and Resources Employed

- Development of policy and plans for managing and planning the use, development and protection of the physical and natural resources of the Council area.
- Monitoring of policies, plans and legislation relating to social and environmental issues.
- Development of policy and advice on environmental health and pollution matters, including animal control and general by-laws.
- Undertake assessment for land divisions, development and building activity.
- Ensuring that buildings are safe and sanitary, thereby meeting the provisions of the Building Code of Australia, Development Act 1993 and Development Act Regulations 1993.
- Ensuring public health and safety is protected by compliance with statutory provisions regarding food handling and food premises, licensed public premises, dangerous goods storage and notifiable infectious diseases.
- Compliance with the Dog and Cat Management Act 1995, and providing an effective dog control service and licensing regime.
- Ensuring public safety is protected by providing as necessary resources to fight and contain wild fires, and assist emergency services.
- Provide an immunisation service that is safe, comprehensive and convenient and reaches the maximum number of eligible members of the community.
- Collect levies imposed by the government under natural resource management legislation.

Appropriate human resources are engaged in general planning, environmental health and building inspections. Consultants are engaged to assist in the assessment of proposals, preparing development approvals and advice.

The services provided under this activity utilise internal and external resources.

The Council's Strategic Objectives to which this activity contributes are –

- Complying with the appropriate legislation, the Development Plan and State Government directives.

Statement of Current Issues

- Changes in planning, building, health and environmental management legislation is imposing on Council greater responsibilities for controlling our environment.
- Council is required to regulate its activities subject to the Environment Protection Act 1993, Environment Protection (Burning Policy) 1994 and Environment Protection (Waste Management) Policy 1994.

Targets

- Implement new planning, building, health and environmental legislation and standards.
- Provide regulatory functions required to be administered by Council.
- Ongoing lobbying of the current fee structure to enable recovery of service costs intended to be funded from user charges.

Action Plans

1. Assess and report the impact on Council operations resulting from the introduction of new legislation.
2. Monitor, inspect and report on Council's quarrying, waste management and other environmental activities.
3. Process all development applications within prescribed time frames, or better.
4. Continue to keep the public informed with regular information on legislative, policy and procedural matters.
5. Continue to review Council By-laws to ensure relevance to current circumstances and legislation.
6. Continue to identify user charges as a proportion of gross cost of service.
7. Participation in immunisation programmes as directed by Commonwealth and / or State legislation.
8. Participate in the development of the regional disaster response plans.

Key Performance Indicators

- 1.1 New areas of responsibility identified and appropriate response initiated.
- 2.1 No non – compliance action against Council.
- 3.1 Irregularities reported and action taken.
- 3.2 Applications processed within legal time frames.
- 3.3 No unnecessary delays in the approval system.
- 7.1 In conjunction with Quorn Health Services and the Hawker Memorial Hospital compile immunisation data for the school population of the Council area.
- 7.2 Undertaken immunisation programmes as needed for the school population and wider community.
- 9.1 To participate in the development of a regional disaster response plan.

Operational Budget

	2005 / 2006 Budget \$	2005 / 2006 Estimated Actual to 30 June \$	2006 / 2007 Budget \$
Operating Costs	63 688	52 221	81 583
Depreciation	2 037	2 037	2 037
Capital Costs	-	-	-

Sources of Funding

Rates, user charges, internal recoveries.

DEPOT AND PLANT

Overall Objective

To provide effective and efficient support for Council's works and services activities by housing all Council personnel, plant and equipment and other appropriate resources at the Quorn and Hawker Works Depots.

Scope and Resources Employed

- To undertake minor maintenance to plant and equipment.
- Employment of mechanical service to service and / or maintain plant and equipment.

Statement of Current Issues

- A ten (10) year plan for the rolling replacement of plant machinery has been undertaken.
- Replacement of loader and purchase of low loader has been considered for purchase this financial year.

Targets

- To have an effective maintenance programme to ensure minimum breakdowns and equipment downtime.
- To review plant hire rates to effect total cost recovery and depreciation.

Action Plans

1. Formulate maintenance programme for all machinery.
2. Set hire rates at appropriate levels.
3. Evaluate current stock levels.
4. Maintain full plant inventory.
5. Call tenders for the replacement of loader and associated equipment.
6. Purchase new low loader and associated equipment.

Key Performance Indicators

- 1.1 Machinery status reports to be provided bi – annually.
- 2.1 Hire rates reviewed each September and March and adjusted as necessary.
- 4.1 Asset Register current and updated at each purchase.

Operational Budget

	2005 / 2006 Budget \$	2005 / 2006 Estimated Actual to 30 June \$	2006 / 2007 Budget \$
Operating Costs	530 054	541 628	571 080
Depreciation	184 375	158 375	158 375
Capital Costs	106 850	61 850	237 500

Sources of Funding

Rates, user charges, capital – depreciation funding.

CORPORATE SERVICES

Overall Objective

To manage effectively the physical, intellectual and information technology resources of the Council in a responsible and accountable manner for the improvement of the community in accordance with the intent of the Local Government Act 1999 and associated Regulations and Accounting Standards.

This activity covers the areas of financial services, administrative services, property management and risk management.

General Management Objectives

- Maintain the Council's accounts and accounting records to ensure provision of timely and accurate information.
- Refine as required monthly financial reporting and detailed quarterly financial reporting systems.
- Ensure that Council's information systems and equipment are appropriate for its needs, and that the systems are regularly serviced and upgraded.
- Monitor organisational performance and effectiveness.
- Ensure good public relations are maintained and improved.
- Disseminate quality information to government agencies, other organisations and individuals both over the counter and by e-mail / facsimile / mail.
- Develop and implement sound OHS&W workplace practices in accordance with established guidelines.
- Implement and monitor risk management programmes according to the Local Government Association Mutual Liability Scheme and Australian Standard to ensure that hazards and incidents are reported and dealt with, and that Council's employees, contractors and the public benefit from the resulting reduction in risk.

Scope and Resources Employed

- The full utilisation of the computer based administration system continues to rely heavily on the use of all current staff to their maximum availability.
- Council employs four full time administrative staff including the Chief Executive Officer.

- Council also makes use of contract services for the provision of engineering advice, health and environmental functions, planning and building control activities as well as insurance and risk management.
- The corporate entity which is comprised of the corporate management team, is responsible for implementing Council policies and ensuring that Council decisions are implemented in an efficient and timely manner.
- The corporate services area supports all other Council activities through the provision of accounting, administration and management services by appropriately trained personnel.

Statement of Current Issues

- Council staff will continue to use existing computer – based accounting and administrative systems to provide timely and accurate financial and other data to Councillors, management and external stakeholders.
- The availability and suitability of cost effective alternative accounting and administration systems will be actively investigated.
- The integrity and security of these systems will be better safeguarded through the installation of a file server to the network, together with formalised back – up procedures.
- Valuation of fixed assets will continue to be updated, with particular attention to land and buildings and the road network as changes occur.
- The inventory of operating assets will be analysed to highlight those assets reaching the end of their economic lives. A rolling life cycle maintenance schedule will indicate the cost of maintenance of these assets, and a similar life cycle capital expenditure programme will enable the cost of replacement of those assets to be identified, prioritised and financed.
- Procedures for risk identification and minimisation will continue to be refined and regular scheduled risk management inspections will be carried out, with outcomes reviewed by Council and Senior Management Group.

Targets

- To identify alternative accounting and administrative systems and to assess the relative costs and benefits of these systems in the context of Council's needs.
- To use available staff and resources to provide a high level of information and service to all stakeholders.
- To maintain and refine efficiency and effectiveness performance indicators.

- To maintain a detailed asset register and develop a system to identify assets due for replacement and indicate availability of funding.

- To continue to hold quarterly meetings of the Risk Management Group in order to monitor and refine risk management reporting systems and to oversee the programme of risk management inspections.

Action Plans

1. To identify possible alternative accounting and administration systems, obtain specifications and costs, and analyse their potential for use by Council.
2. To review and assess the efficient and effective performance of Council administrative staff.
3. To maintain the Occupational Health, Safety and Welfare Manual.
4. To maintain and update the Risk Management policy and the Risk Management Reporting System.
5. To implement steps aimed at achieving an improved liability assessment score at the next liability assessment review.
6. To update the rolling ten (10) year maintenance and capital expenditure plans and review the financing arrangements for assets due for replacement.

Operational Budget

	2005 / 2006 Budget \$	2005 / 2006 Estimated Actual to 30 June \$	2006 / 2007 Budget \$
Operating Costs	335 372	357 725	371 322
Depreciation	32 013	32 013	32 899
Capital Costs	12 500	13 500	10 000

Sources of Funding

Rates, Government grants.

MILESTONES FOR 2006 / 2007

Governance	September 2006	Financial Statement available for audit
	30 November 2006	Annual Report completed
	October 2006	Audit completed
	November 2006	Council election completed
Roads Management	30 June 2007	Completion of roadworks as programmed
Public Health, Safety and Environmental Services	30 June 2007	All premises inspected and re-licensed as required
Depot and Plant	September 2006 and March 2007	Hire rates reviewed
	30 June 2007	Plant replacement / purchase complete
Corporate Services	March 2007	Financial Plan review