



The Flinders  
Ranges Council

# **THE FLINDERS RANGES COUNCIL**

## **ANNUAL BUSINESS PLAN 2012/13**

Approved for Consultation on 21 June 2012  
Adopted 17 July 2012  
GDS 7.11.1

## Introduction

The Flinders Ranges Council Annual Business Plan sets out the services, programs and capital expenditures for 2012/13 financial year. The Council's objective is to provide programs and services for the community and to progress the achievement of the goals and objectives of The Flinders Ranges Council Strategic Management Plan, which includes the Infrastructure and Asset Management Plan and the Long Term Financial Plan.

Section 8(k) of the Local Government Act 1999 states that councils must act to ensure the sustainability of the councils long-term financial performance and position. An independent assessment of councils sustainability in 2010 reported that council was required to increase its rates income by 50% over and above inflation to be sustainable. This requirement by law to be sustainable is the basis for Council's decision to increase rates by 10% each year over the last 3 years.

The Annual Business Plan, and the resulting current year budget, focus on ensuring the long-term sustainability of Council's financial performance and maintain or replace infrastructure or operating assets according to approved life cycle statements. Council's policy making decisions are aimed at maintaining public assets for the benefit of the community and managing infrastructure to deliver the programs and services required by the community within a financial framework the community can reasonably afford.

The Annual Business Plan also recognises the cost of delivering programs and services imposed on Council by the State Government through legislation, regulation and other mechanisms. These programs and services include (but not limited to) waste management, development control, native vegetation and public health. The State Government has also imposed substantial additional costs by increasing Council's compliance and reporting costs.

The cost of providing programs, services, infrastructure and community assets is funded on a full cost attribution basis which allocates overhead and other indirect costs to the program or service that generated those costs and required resources.

Council has developed a Long Term Financial Plan and an Infrastructure and Asset Management Plan as part of Council's Strategic Management Plan suite, which will help guide sustainable decisions into the future. Council has recently consulted and adopted a new Strategic Management Plan 2012-2022.

Programs and services in the Annual Business Plan may be amended or deleted by Council from time to time, due to the resourcing needs and the capacity of the community to pay for those services and programs and the effects of external events outside Council's control. New legislation by State Government often imposes new requirements on local government without any resourcing or funding to offset the increased costs.

## Significant Influences and Priorities

A number of significant factors have influenced the preparation of Council's 2012/13 Annual Business Plan. These include:

- Local Government Cost Index increases on relevant goods and services of 3.4% for the year to 31<sup>st</sup> March 2012
- enterprise bargaining agreements which provide for wages and salary increases
- the effects of Climate change in the region and in particular the increase in frequency of flood events
- requirements to maintain and improve infrastructure assets to acceptable standards including roads, footpaths, lighting, storm water drainage, street trees and plantings, open space and Council properties
- service and infrastructure needs for a changing population
- a requirement to address economic development and business investment through an upgrade of community services and infrastructure
- commitments to continuing projects and partnership agreements with State and Regional organisations, adjoining Councils involved in shared service delivery and the construction works being undertaken under the much appreciated Roads to Recovery program funded by Commonwealth Government
- new fees/charges imposed by governments, regional state authorities and state agencies on the wider community as an element of rates payable or a user charge
- maintenance of surplus assets retained at the communities request
- the effects of the new carbon tax on fuel, energy and waste disposal and indirectly through all purchases
- the increased expectation of detailed public consultation on all activities of Council

In response to these factors, and to minimise the burden on ratepayers, the Annual Business Plan has been prepared within the following guidelines:

- the Annual Business Plan will result in the total revenue raised through general rates increasing by no more than 50.0% above last year's rates (refer rate capping section for exceptions) with an average increase of 10% per rateable property
- consideration given to major projects including those partnered with other entities i.e. Federal, State, community
- maintenance of program and service levels for continuing Council programs and services
- shared service opportunities with governmental agencies and other local government authorities
- the application for grants for existing programs, services and infrastructure
- working with community groups and sporting clubs to provide and maintain public facilities.

## Continuing Services

All Councils have basic responsibilities under the Local Government Act 1999 and other State and Federal legislation. These include:

- governance activities e.g. maintaining the voters roll and supporting the elected Council
- preparing a Strategic Management Plan, a Long Term Financial Plan, an Infrastructure and Asset Management Plan, an Annual Business Plan, an Annual Budget, setting rates and service charges, collecting levies for external State agencies
- management of basic infrastructure including roads, footpaths, parks, public open space and storm-water drainage
- development planning and control, including building safety assessment
- dog and cat management
- public and environmental health services and planning
- safety of food premises
- occupational health, safety and welfare standards and guidelines
- waste management
- natural resources management
- native vegetation
- cemeteries
- community wastewater management systems (CWMS).

In response to community needs the Council also provides further services and programs including:

- Library services
- Swimming pools
- Ovals and other sporting infrastructure
- Community centres
- Economic development
- Tourism services (Visitor Information Centre)
- Environmental programs
- Climate Change programs
- Television retransmission
- Park management
- Community support programs including Community buses
- Industry support programs
- Youth programs.
- Street and public space lighting

Council operates a number of these programs and services on a subsidised fee basis. These provide important community benefits while also generating minimal revenue for programs and services of benefit to the community.

Council seeks to be responsive to the changing needs of the community and the impact of external factors such as State Government legislative changes. Community consultation is undertaken to check levels of satisfaction and areas for improvement.

## How does Council determine what services it will provide?

Council's suite of Strategic Management Plans outlines the longer-term objectives and priorities for the Council region. These Plans plus the Annual Business Plan, determine the infrastructure needs and services Council will provide including the costs required to deliver these services. Council consults the community widely during the formulation of these plans.

Council adopted the Strategic Management Plan 2012-2022 on the 12<sup>th</sup> June 2012. This is appended at the end of this Annual Business Plan 2012- 2013.

Council reviews its Strategic Management Plan during the Annual Business Planning process each year.

## Vision

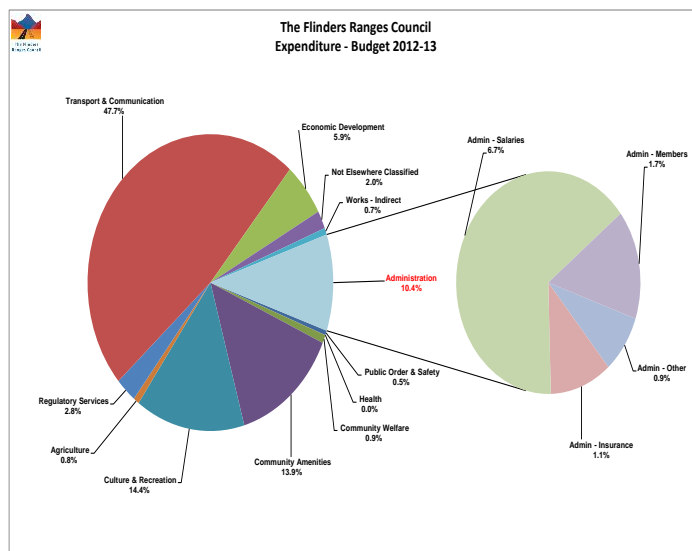
*An engaging community which enjoys a sustainable, contemporary lifestyle and flourishing economy within an unspoilt natural environment.*

The key objectives contained in the Strategic Management Plan 2012 - 2022 are:

1. Our Community
2. Our Prosperity
3. Our Environment
4. Governance

## Council Services and Annual Business Activities for 2012/13

Council expenditure for the 2012-13 Budget and for the Long Term Financial Plan 2012-2032 is determined by the above strategic objectives. This Annual Business Plan prioritises the strategic objectives for the ensuing year and beyond in the Long Term Financial Plan. The following summarises the expenditure.





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### *Transport*

Council maintains a road network with a total length of 1,263 kilometres. Council undertakes road maintenance works to ensure traffic and user safety, and to sustain the serviceability of the road and associated signs and facilities.

Council also provides safe pedestrian footpaths and maintains the aerodromes at Hawker and Quorn.

### *Culture & Recreation*

This activity includes public conveniences, playgrounds, swimming pools and recreational facilities, town and community halls, cemeteries, library funding, television retransmission, emergency management, camping areas and walking trails for residents and visitors.

### *Community Welfare & Amenities*

Provision and management of waste collection and disposal services, street litter bins, weed control in public places, maintaining community wastewater management systems, youth support.

### *Governance*

Achieving the goals and objectives of the Strategic Management Plan is driven by good governance using open and transparent processes and accountability to the community. Governance includes monitoring performance of the organisation, compliance with legislation, ensuring appropriate risk management procedures and processes are implemented and actioned, providing a safe work place compliant with occupational health, safety and welfare obligations and responsibilities, continuing strategic alliances with external bodies, and supporting the role of the elected Council in representing and informing its community. Media and communication includes newsletters, website and social media. Public consultation processes. Community feedback mechanisms. Legislative reporting.

### *Administration*

Includes customer service, rates, payroll, debtors, creditors, treasury management, website maintenance, monitoring organisational functionality, achieving occupational health, safety and welfare objectives and risk management minimisation programs, asset and infrastructure management, seeking grant revenues.

### *Regulatory Services*

The activities associated with building control, development plan compliance, food and food premises hygiene, building and fire safety and dog and cat management and control.

### *Community Services and Health*

Fire Prevention Officer, fire breaks, vandalism repairs, support for SES and CFS, Immunisations.

### *Economic Development and Tourism*

Tourism activities such as the Visitor Information Centre, contribution toward a regional Tourism Adviser and Economic Development Officer based with the Regional Development Australia Far North Board. Support for Pichi Richi Railway Preservation Society.

The significant undertakings for the 2012/13 financial year and the budgeted cost of those undertakings include (not in any order of priority and subject to change):

#### *Unsealed Roads:*

Yarrah Vale Road	\$ 88,100
Schmidt Road	\$ 80,200
Warcowie Road	\$ 68,100
Devil's Peak Road	\$ 41,600
Pinkerton Creek Road	\$ 48,100

#### *Town Sealing Program*

Silo Road	\$ 94,200
Sixth Street (Shoulders Only)	\$ 16,300
Stokes Road	\$ 24,200
Hospital Road	\$ 35,000

#### *Roads to Recovery*

Floodways (Park Terrace)	\$ 90,000
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#### *Special Local Roads Grant*

Arden Vale Road (Stage 2)	\$1,147,000
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#### *Plant & Equipment*

Dual Cab Ute	\$ 38,500
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4WD	\$ 59,300
Stump Grinder	\$ 18,000
Truck	\$156,000
Roller	\$ 20,800

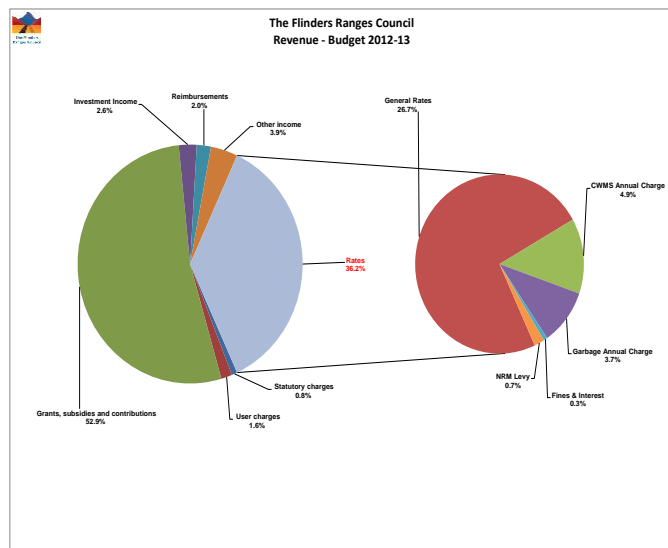
#### *Land & Buildings*

Hawker Airport	\$ 21,300
Thompson Memorial Park	\$ 31,200
Quorn Town Hall	\$ 10,400
Quorn Swimming Pool	\$ 86,200
Hawker Swimming Pool	\$ 2,100
Old Hawker Pool Repatriation	\$104,000
Hawker Kerbing – upgrade	\$ 49,900
Relocate Tennis/Netball Courts	\$ 52,000

#### *Fixtures & Fittings*

Photocopier & Smartboard	\$ 16,000
Roller Door Motor	\$ 2,600
Shower Depot	\$ 22,900

## Funding the Business Plan



Council's long term financial sustainability is dependent on ensuring that, on average and over time, its expenses (including capital expenses) are less than its revenue, and it's own revenue raising (ie rates) is increased to reduce the reliance on grants and external funding sources.

Council's revenue is sourced from:

- Rates – applied on a per property basis calculated on capital value (a **tax**, not a fee for service)
- Annual Service Charges (included under rates in the above chart) – annual service charges for Community Wastewater Management Systems (CWMS) and solid waste management (garbage & recyclables) for properties serviced
- User Charges – hire of facilities and equipment, waste dumping fees, photocopying, swimming pool fees, recreation fees
- Statutory Charges and Fees – charges and fees set by legislation and collected by Council for regulatory services such as development and building assessments, dog licensing and control
- Grants – Council receives financial assistance from the Commonwealth Government under the provisions of the Local Government (Financial Assistance) Act, 1995 for general purpose and road activities, funds under the *Roads to Recovery* program for specific road works, and other grant opportunities accessible by Local Government from time to time.
- Investment Income – Council receives interest on funds deposited in Council's reserves which are mainly held by the Local Government Finance Authority. Council also receives interest from operating accounts held with the National Australia Bank.
- Other Income – Council may receive contributions from community groups to co-fund certain Council projects or activities

- Reimbursements – Council expenditure on a project, service or activity is fully or partially reimbursed by another organisation.

Capital items such as plant purchases / replacements are funded from either loans or reserves created by budget allocations or funded depreciation expense.

## Rating Policy and what it means for Ratepayers

In setting its rates for the 2012/13 financial year Council considered the impact of the rates to be charged on the well-being of the community. Council took into account during the rate setting process:

- The Strategic Management Plan adopted by Council on 12<sup>th</sup> June 2012. The Strategic Management Plan was developed following a series of public meetings and community consultation
- The movement in the Construction Industry Cost Indices and the Local Government Cost Index, and movement in the Consumer Price Index as an indicator of community economic activity
- The draft Long Term Financial Plan developed as part of the Strategic Management Plan
- The current economic climate, as reported by various public bodies, in which major factors are low inflation, higher commodity prices and limited local employment opportunities
- The need to ensure that appropriate provisions are made for long service leave, annual leave and similar mandated employment costs
- That reserves are created for the future replacement of infrastructure and the charges for use of the infrastructure to reflect inter generation use of the infrastructure
- The impact of rates on the community, including but not limited to:
  - The need to distribute the rate burden equitably between ratepayers;
  - The need to provide rate relief to disadvantaged ratepayers through, amongst other means, pension concessions;
  - The distribution of the benefits received from the services that are provided by Council
  - The minimising of the general rates by levying annual service charges for the provision of Community Wastewater Management System (CWMS) and solid waste management services on a user pays basis where it's possible to recover the full cost of operating the service, with provision for pensioners concession on CWMS to those members of the community who meet the criteria
- Recommendations from the Rate Discussion Paper presented to Council on the 13<sup>th</sup> March 2012
- The impact of Government Legislative amendments and the burden of continuous cost shifting by the State Government
- The specific issues of the community including the need to deliver an ever increasing range of services across economic, environmental and social functions



- The need to continue to replace and upgrade infrastructure and other assets including both plant and machinery and the road network.
- The objective of attracting and continuing to attract new residents and the support of business activity to generate economic development
- Householders, businesses and farmers
- Employed, unemployed & pensioners
- Taking into account changes in valuations by the State Valuation Office.

### Method Used To Value Land

Council may adopt one of three valuation methodologies to value properties in its area. They are:

- Capital Value – the value of the land and all improvements on the land.
- Site Value – the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
- Annual Value – a valuation of the rental potential of the property.

Council has decided to continue to use capital value as the basis for valuing land within its Council area. Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth.
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value.

### Adoption of Values

Council adopts the valuations made by the Valuer-General. Ratepayers may object to the valuation referred to in the rates notice by writing, either served personally or by post, on the Valuer-General within 60 days after the date of service of that rates notice. But

Note:

- (a) if you have previously received a notice or notices under the Local Government Act 1999 referring to the valuation and informing you of a 60-day objection period, the objection period is 60 days after service of the first such notice;
- (b) this 60 day objection period may be extended by the Valuer-General where it can be shown there is reasonable cause;
- (c) you may not object to the valuation if the Valuer-General has already considered an objection by you to that valuation.

A written objection to valuation must set out the grounds for objection.

Objections can also be submitted via an online form at [http://www.landservices.sa.gov.au/1Public/Property\\_Values\\_and\\_Sales/ValuationObjection.asp](http://www.landservices.sa.gov.au/1Public/Property_Values_and_Sales/ValuationObjection.asp)

Differential Rates (and or charges) imposed by rates (and or charges) are still due and payable by the due date even if an objection has been lodged.

Objections are to be forwarded to:  
State Valuation Office  
GPO Box 1354, Adelaide 5001  
101 Grenfell Street, Adelaide 5000  
Phone 1300 653 345  
Email [LSGObjections@sa.gov.au](mailto:LSGObjections@sa.gov.au)  
Fax 08 8226 1428

Council has no role in the objection process and you should note that valuations can increase which means your rates will increase when recalculated.

**Please note were an objection to valuation or land use is lodged in the 2012/2013 rating year resulting in a change of valuation (either increase or decrease) the rates will be recalculated excluding any benefit of rate capping you may previously been entitled to.**

Council recommends that you contact the Rates Officer prior to lodging an objection so Council can advise if you are likely to be worse off if you loose the rate capping benefit even though your valuation decreases.

***It is also important to note that the lodgement of an objection does not change the due date or amount for payment of rates.***

### Business Impact Study

Council has considered the impact of rates on all businesses in the Council area including primary production. In considering the impact, Council assessed the following matters:

- During 2005/2006 Council consulted with the community through the Rating Review Process and as a result of comments made at public meetings and in written submissions Council decided to impose differential rates in its area according to land use codes
- Recommendations from the Rate Discussion Paper presented to Council on the 13<sup>th</sup> March 2012
- Those elements of Council's Strategic Management Plan relating to business development
- Current taxation policy allowing rates as a business deduction (effectively a 30% discount compared with non-business ratepayers)

- Changes in valuations of business and primary production properties from the previous financial year
- The equity of the distribution of the rate burden
- Specific Council projects for the coming year reflected in the Strategic Management Plan
- Current local, state and national economic conditions and expected changes during the next financial year
- The specific issues of businesses including the need to deliver an ever increasing range of services across economic, environmental and social functions
- The impact of Government Legislative amendments and the burden of continuous cost shifting by the State Government
- The objective of attracting and continuing to attract new residents and the support of business activity to generate economic development
- The movement in the Construction Industry Cost Indices and the Local Government Cost Index, and movement in the Consumer Price Index as an indicator of community economic activity
- The draft Long Term Financial Plan developed as part of the Strategic Management Plan
- Tourist number movements and trends
- Climate Change and carbon tax.

## General Rates

All land within a council area, except for land specifically exempt (e.g. crown land, council occupied land and other land prescribed in the Local Government Act 1999 Section 168), is rateable.

The Local Government Act 1999 provides for a Council to raise revenue for the broad purposes of the Council through a general rate, which applies to all rateable properties and is a general tax (comparable to Income Tax). It should not be considered a fee for any particular program or service, whether received or not.

## Differential General Rates

Council will impose differential rates in its area according to the following land use categories:

1. Residential – comprising the use of land for a detached dwelling, group dwelling, residential flat building, row dwelling or semi-detached dwelling within the meaning of the Development Regulations
2. Commercial Shop – comprising the use of land for a shop within the meaning of the Development Regulations
3. Commercial Office – comprising of the use of land for an office within the meaning of the Development Regulations
4. Commercial Other – comprising any other commercial use of land not referred to in categories 2 or 3

5. Industry Light – comprising the use of land for a light industry within the meaning of the Development Regulations
6. Industry Other – comprising any other industrial use of land not referred to in category 5
7. Primary Production – comprising
  - Farming within the meaning of the Development Regulations; and
  - Horticulture within the meaning of the Development Regulations; and
  - The use of land for horse keeping or intensive animal keeping within the meaning of the Development Regulations; and
  - In respect of a dairy situated on the farm – the use of land for a dairy within the meaning of the Development Regulations; and
  - Commercial forestry
8. Vacant Land – comprising the non-use of vacant land
9. Other – not included previously in the categories above.

At the Council Meeting on 10<sup>th</sup> February 2009 Council resolved to consider adding location as a differentiating factor due to the uneven increases in valuations between the Hawker area and the Quorn area. Council at the Council Meeting on 14<sup>th</sup> July 2009, after considering public consultation submissions, resolved to include location as a differentiation factor.

The locations are defined by Council's Development Plan and are:

Quorn Township  
Quorn Rural  
Hawker Township  
Hawker Rural.

Council has factored into the proposed Budget and Long Term Financial Plan an average rate increase of 10% for the next 2 years. This will help to ensure Council's sustainability into the future. This will effectively increase the Council rates per capita to the average for Councils classified RAS - Rural Agricultural Small (Australian Classification of Local Government (ACLG) categories). The per assessment rate for The Flinders Ranges Council in 2009/10 was \$615 whilst the State average for all RAS Councils in 2009/10 was \$893. A 15% increase for 4 years was foreshadowed in the 2009/10 Annual Business Plan adopted by Council on 14<sup>th</sup> July 2009 after consultation. However, Council only increased rates by 10% in 2009/10, 2010/11 and 2012/11 so Council still needs a 10% increase for next 2 years.

Council's proposed differential rates for 2012/13 considered the continuation of differentiation based on location as well as land use. However, Council has previously decided to have the same land use rates for each location.



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The differential rates for 2012/13 are:

- (1) A differential general rate of 0.4700 cents in the dollar on rateable land in the Council's area of category 1 (residential) land use;
- (2) A differential general rate of 0.4950 cents in the dollar on rateable land in the Council's area of category 2 (commercial - shop) land use;
- (3) A differential general rate of 0.5400 cents in the dollar on rateable land in the Council's area of category 3 (commercial - office) land use;
- (4) A differential general rate of 0.6750 cents in the dollar on rateable land in the Council's area of category 4 (commercial - other) land use;
- (5) A differential general rate of 0.6750 cents in the dollar on rateable land in the Council's area of category 5 (industry - light) land use;
- (6) A differential general rate of 0.7875 cents in the dollar on rateable land in the Council's area of category 6 (industry - other) land use;
- (7) A differential general rate of 0.5800 cents in the dollar on rateable land in the Council's area of category 7 (primary production) land use;
- (8) A differential general rate of 0.6750 cents in the dollar on rateable land in the Council's area of category 8 (vacant land) land use;
- (9) A differential general rate of 0.5400 cents in the dollar on rateable land in the Council's area of category 9 (other) land use;

### Minimum Rate

A Council may impose a minimum rate payable by way of rates, provided that it has not imposed a fixed charge. Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer. Where a Council imposes a minimum rate it must not apply that rate to more than 35% of the properties in the Council area. The minimum rate applies to 20.2% of rateable assessments for the 2012/13 year.

The Council set a minimum rate of \$510 on all rateable properties with exception of land in category 7 in 2011/12. The budgeted rate increase means a minimum rate of \$560 for 2012/13. The proposed 10% increase for the 2013/14 and 2014/15 years implies a minimum rate of \$615 and \$675 respectively for those years.

### Fixed Charge

Council will not impose a fixed charge, as it plans to impose a minimum rate and the two options are mutually exclusive under Sec 158(2)(e) of the Local Government Act 1999.

### Annual Service Charges

The Council provides a Community Wastewater Management System (CWMS) to all properties in the township of Hawker. The full cost of operating, maintaining and improving this service for this financial year is budgeted to be \$75,800. This includes setting

aside funds for the future replacement of the assets employed in providing the service. The Council will recover this cost through the imposition of an annual service charge of \$390 per occupied unit and \$360 per unoccupied unit.

The Council provides a Community Wastewater Management System to all properties in the township Quorn (south of the railway line). The full cost of servicing the construction loan, operating, maintaining and improving this service for this financial year is budgeted to be \$187,800. This includes setting aside funds for the future replacement of the assets employed in providing the service. The Council will recover this cost through the imposition of an annual service charge of \$390 per occupied unit and \$360 per unoccupied unit.

The Council also provides a waste management service within the townships of Quorn, Hawker and Cradock, incorporating a kerbside collection of 140L "household" waste and a kerbside collection of 240L recyclable materials. The full cost of operating and maintaining these services for this financial year is budgeted to be \$175,600 for all residential properties in the Quorn, Hawker and Cradock Townships. Council will recover 100% of this cost through the impost of an annual service charge per property within the townships of Quorn and Hawker. In 2011/12 these charges were \$130 per "household" 140L Mobile Garbage Bin (MGB) and \$95 per "recycle" 240L MGB. Charges for 2012/13 are \$140 per "household" 140L Mobile Garbage Bin (MGB) and \$95 per "recycle" 240L MGB. Minimum charge per occupied township property (ie any property which can be inhabited) would be \$235 (ie one 140L "household" bin and one 240L "recycle" bin). Residents may opt to have more than two bins at a cost of \$140 per extra "Household" 140L MGB and/or \$95 per extra "recycle" 240L MGB.

Commercial premises have been issued with four MGBs and the charge will be \$140 per "household" 140L MGB and \$95 per 240L "recycle" MGB. Additional bins can be provided at a service charge of \$140 per extra "Household" 140L MGB and/or \$95 per extra "recycle" 240L MGB. However commercial premises may opt out of the Council provided service and utilises a private service provider. All Council MGBs must be returned to avoid the annual service charge.

Council will allow residents outside the township, who are not on the collection route, to bring bins either to the town boundary or to a main road on the garbage trucks route between townships. The cost of this service will be the same as for township residents which for 2012/13 will be \$140 per "household" 140L Mobile Garbage Bin (MGB) and \$95 per "recycle" 240L MGB. This will be charged by agreement by separate invoice (i.e. not on rates notice). Council will consider extending the kerbside collection route when the collection contract is renegotiated during 2012/13.





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### Rate Concessions

The State Government, in providing equity across South Australia in this area, funds a range of concessions on Council rates. The concessions are administered by various State Agencies who determine the eligibility and pay the concession directly to Council on behalf of the ratepayer. Concessions are available only on the principal place of residence.

Ratepayers who believe they are entitled to a concession should not withhold payment of rates pending assessment of an application by the State Government as penalties apply to overdue rates. A refund will be paid to an eligible person if Council is advised that a concession applies and rates have already been paid.

### Pensioner Concessions

Eligible pensioners may be entitled to a concession on rates, if not currently receiving one. Application forms, which include information on the concessions, are available from the Council Office and Department for Communities and Social Inclusion [www.sa.gov.au/concession](http://www.sa.gov.au/concession) (P: 1800 307 758 or E: [concessions@dcsi.sa.gov.au](mailto:concessions@dcsi.sa.gov.au)) who administer the concession scheme on behalf of the State Government.

An eligible pensioner must hold a Centrelink or Veterans Pension Card or State Concession Card. The applicant must also be responsible for the payment of rates on the property for which they are claiming a concession.

### Self Funded Retiree Concession

This concession has been available from 1<sup>st</sup> July 2001 and is administered by Revenue SA [www.revenuesa.sa.gov.au](http://www.revenuesa.sa.gov.au) (P: 1300 366 150). Self-funded retirees who currently hold a State Seniors Card may be eligible for a concession toward Council rates. In the case of couples, both must qualify, or if only one holds a State Seniors Card, the other must not be in paid employment for more than 20 hours per week.

### Other Concessions

The Department for Communities and Social Inclusion may assist eligible persons receiving State and Commonwealth allowances. This includes but is not limited to, ratepayers who are a pensioner, a Seniors Card holder, a full time student, receiving an eligible Centrelink benefit or allowance, a low income earner (income limits apply). It may also apply to ratepayers in receipt of a pension as a war widow under legislation of the United Kingdom or New Zealand and the holders of a State Concession Card. Please contact the nearest Department for Communities and Social Inclusion office for details [www.sa.gov.au/concession](http://www.sa.gov.au/concession) (P: 1800 307 758 or E: [concessions@dcsi.sa.gov.au](mailto:concessions@dcsi.sa.gov.au))

### Concessions Online

If you receive an eligible payment from Centrelink or the Department for Veterans Affairs, you can now apply online for a concession on your Council rates at [www.sa.gov.au/concessions](http://www.sa.gov.au/concessions)

### Rate Capping

Due to a substantial change in rates payable by a ratepayer due to rapid changes in valuations, Council will grant a rebate of general rates to the Principal Ratepayer of categories 1, 2, 3, 4, 5, 6, 7 and 9 land uses, to cap any increase in general rates payable to that paid in the previous year plus 50.0% where any of the following conditions do not apply:

- A change of ownership (for whatever reason) of the rateable property since 1<sup>st</sup> July 2011; or
- Where the use of the land is different for rating purposes on the date the Council declared its general rates in 2012/13 financial year than on the date Council declared its general rates for the 2011/12 year; or
- Properties with building or structural improvements of value greater than \$20,000 since 1<sup>st</sup> July 2011; or
- Properties subdivided or amalgamated in 2011/12 year; or
- Properties on which an objection of valuation or land use has been lodged and subsequently amended (whether increased or decreased) including objections lodged subsequently (after receiving the 2012/13 rates notice) in 2012/13 year.

**Please note were an objection to valuation or land use is lodged in the 2012/13 rating year resulting in a change of valuation (either increase or decrease) the rates will be recalculated excluding any benefit of rate capping you may previously been entitled to.**

### Payment of Rates

The payment of rates can be made in full or by four approximately equal instalments, with instalments falling due on the following dates:

- First instalment – 1<sup>st</sup> September 2012  
(**Due date if paying in full**)
- Second instalment – 1<sup>st</sup> December 2012
- Third instalment – 1<sup>st</sup> March 2013
- Fourth instalment – 1<sup>st</sup> June 2013

**Where the due date falls on the weekend or a public holiday, the due date will be the next business day.**

Rates may be paid:

- By posting a cheque to PO Box 43, Quorn SA 5433 with the bottom section of rates notice (Council accepts no responsibility for cash sent by post)
- BPAY – Biller ID 45898 and Assessment Number (please allow three banking business days for the B-Pay payment to be processed by your bank)



## THE FLINDERS RANGES COUNCIL 2012/13 ANNUAL BUSINESS PLAN

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- In person at the Council offices at:  
1 Seventh Street, Quorn during the hours of  
9:00am to 5:00pm Monday to Friday  
Hawker Service Centre: Hawker Motors,  
Wilpena Road, Hawker.
- By Phone 8648 6031, using Visa or Mastercard

### Hardship

Any Ratepayer who may, or is likely to, experience difficulty with meeting the standard payment arrangement is invited to contact Council's Chief Executive Officer by telephone on 08 8648 6031 to discuss alternative payment arrangements. Such inquiries are treated confidentially by the Council and its officers. Please note that financial and other information will be required in support of your hardship claim.

### Late Payment of Rates

The Local Government Act 1999 provides that Councils impose a penalty of 2% on any late payment for rates. Interest is charged monthly on all arrears at the prescribed rate which is 0.7083% for 2012/13.

Council may refer the outstanding rates to a debt collection agency for collection if the rates remain overdue more than two consecutive quarters. The debt collection agency charges collection fees which are recoverable from the ratepayer.

When Council receives a payment in respect of overdue rates Council applies the money received in accordance with the requirements of the Local Government Act 1999, as follows:

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;
- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest amount).

### Sale of Land for Non-Payment of Rates

The Local Government Act 1999, provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to notify the owner of the land of its intention to sell the land, provide the owner with details of the outstanding amounts, and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month. The sale of land for non-payment of rates will be utilised by The Flinders Ranges Council as a means of collecting outstanding rates in 2012/13.

### Remission and Postponement of Rates

Section 182 of the Local Government Act 1999 permits a Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering

hardship in paying rates, they must write to Council to explain their situation. Council and its officers treat such enquiries confidentially. Council will require personal financial information from anyone applying for postponement or remission of rates.

### Rebate of Differential General Rates

The Local Government Act 1999, requires Councils to rebate the differential general rates (rates) payable on some land (**this does not include annual service charges**). Provisions are made for land used for health services, community services, religious purposes, public cemeteries, the Royal Zoological Society and educational institutions.

It is the policy The Flinders Ranges Council that a rebate of rates in respect of any rateable land in the Council area will be available only when the applicant satisfies the requirements under the Local Government Act 1999, and where appropriate, the requirements of this Annual Business Plan.

The Local Government Act 1999 ("the Act") sets out at Chapter 10, Division 5 (Sections 159 to 166) those provisions applicable to the Council granting a rebate of rates to persons or bodies.

The Local Government Act 1999 requires Councils to rebate the rates payable on some land. This includes a 100% rebate for hospitals, health centres, churches and cemeteries. A minimum rebate of 75% is applied for land used predominantly for educational purposes (subject to some qualifications).

Applications for any other discretionary rebates should be in writing to the Chief Executive Officer, detailing the basis for applying for the rebate. Council will consider each application on merit and may seek further information to help in its determination.

Section 159(3) of the Act provides that the Council may grant a rebate of rates under the Act if it is satisfied that it is appropriate to do so. The Act provides for a mandatory rebate of rates in specified cases and the amount of that mandatory rebate (see below).

The Act also provides that where the Council must grant a rebate of rates under the Act, and the amount of that rebate is fixed by the Act at less than 100%, the Council may increase the amount of the rebate.

The Act provides, at Section 166 for the Council to provide a discretionary rebate of rates in the cases set out in that Section.

### Mandatory Rebates

The Council must grant a rebate in the amount specified in respect of those land uses which the Act provides will be granted a rebate.

 <p>The Flinders Ranges Council</p>	<p><b>THE FLINDERS RANGES COUNCIL</b> <b>2012/13 ANNUAL BUSINESS PLAN</b></p>	<p>Version Number Issued : Next Review GDS Page</p>	<p>5/2013 17 July 2012 May 2013 7.11.1 11 of 13</p>
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Rates on the following land will be rebated at 100%:

#### Health Services

Land being predominantly used for service delivery or administration by a hospital or health centre incorporated under the South Australia Health Commission Act 1976.

Council will grant 100% rebate to the Quorn Hospital and Hawker Hospital

#### Religious Purposes

Land containing a church or other building used for public worship (and any grounds), or land solely used for religious purposes.

Council will grant a 100% rebate to the Hawker Catholic Church, Hawker Uniting Church, Quorn Catholic Church, Quorn Uniting Church and the Quorn Anglican Church.

#### Public Cemeteries

Land being used for the purposes of a public cemetery.

Rates on the following land will be rebated at 75%:

#### Community Services

Land being predominantly used for service delivery and administration by a community services organisation. A "community services organisation" is defined in the Act as a body that:

- is incorporated on a not for profit basis for the benefit of the public; and
- provides community services without charge or for a charge that is below the cost to the body of providing the services; and
- does not restrict its services to persons who are members of the body.

It is necessary for a community services organisation to satisfy all of the above criteria to be entitled to the mandatory 75% rebate.

The Act further provides that eligibility for a rebate by a community services organisation is subject to it providing one or more of the following community services:

- emergency accommodation
- food or clothing for disadvantaged persons (i.e., persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability)
- supported accommodation (i.e., residential care facilities in receipt of Commonwealth funding or accommodation for persons with mental health, intellectual, physical or other difficulties who require support in order to live an independent life)

- essential services, or employment support, for persons with mental health disabilities, or with intellectual or physical disabilities
- legal services for disadvantaged persons
- drug or alcohol rehabilitation services
- the conduct of research into, or the provision of community education about, diseases or illnesses, or the provision of palliative care to persons who suffer from diseases or illnesses.

#### Educational Purposes

- Land occupied by a government school under a lease or licence and being used for educational purposes
- Land occupied by a non-government school registered under Part 5 of the Education Act 1972 and being used for educational purposes
- Land being used by a University or University College to provide accommodation and other forms of support for students on a not for profit basis.

Where the Council is satisfied from its own records or from other sources that a person or body meets the necessary criteria for a mandatory 100% or 75% rebate, the Council will grant the rebate of its own initiative. Where the Council is not so satisfied it will require the person or body to apply for the rebate in accordance with this Annual Business Plan.

Where a person or body is entitled to a rebate of 75% the Council may, pursuant to Section 159(4) of the Act, increase the rebate up to a further 25%. The Council may grant the further 25% rebate upon application or on its own initiative. In either case the Council will take into account those matters set out in this Annual Business Plan and may take into account any or all of those matters set out in this Annual Business Plan.

Where an application is made to the Council for a rebate of up to a further 25% the application will be made in accordance with this Annual Business Plan and the Council will provide written notice to the applicant of its determination of that application.

Council will grant a further 25% rebate to the Quorn Area School and the Hawker Area School.

#### Discretionary Rebates

The Council may in its absolute discretion grant a rebate of rates or service charges in any of the following cases pursuant to Section 166 of the Act:

- where it is desirable for the purpose of securing the proper development of the area (or a part of the area);
- where it is desirable for the purpose of assisting or supporting a business in its area;
- where it will be conducive to the preservation of buildings or places of historic significance;
- where the land is being used for educational purposes;

- where the land is being used for agricultural, horticultural or floricultural exhibitions;
- where the land is being used for a hospital or health centre;
- where the land is being used to provide facilities or services for children or young persons;
- where the land is being used to provide accommodation for the aged or disabled;
- where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1987 (Commonwealth) or a day therapy centre;
- where the land is being used by an organisation which, in the opinion of the Council, provides a benefit or service to the local community;
- where the rebate relates to common property or land vested in a community corporation under the Community Titles Act 1996 over which the public has a free and unrestricted right of access and enjoyment; and
- where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable due to a change in the basis of valuation used for the purposes of rating, rapid changes in valuations, or anomalies in valuations.

The Council may grant a rebate of rates up to and including 100% of the relevant rates and/or service charges. The Council may grant a rebate for a period exceeding one year, but not exceeding 10 years.

The Council has an absolute discretion to grant a rebate of rates or annual service charges in the above cases and to determine the amount of any such rebate.

Council will grant a 100% rebate to the South Australian Scouts Association, Quorn Girl Guides, Hawker Community Sports Centre, Quorn Health Services (Flinders House) and Wirreanda Cottages Incorporated.

Council will grant a 50% rebate to the Pichi Richi Railway Preservation Society Incorporated.

Council will grant a 70% rebate to properties situated in unoccupied surveyed townships with a Land Use category 8 (vacant land) which have the minimum rate applied.

### **Applications**

Persons who or bodies which seek a discretionary rebate will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably request.

Persons or bodies who seek a rebate of rates (and/or service charges) under this policy, either pursuant to Section 159(4) of the Act or pursuant to Section 166 of the Act, must make written application to the Council pursuant to Section 159(1) of the Act in the manner and

form determined by the Council and supplying such information as the Council may reasonably require.

The Council will take into account, in accordance with Section 159(5) of the Act, the following matters:

- the nature and extent of Council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in the Council's area;
- the community need that is being met by activities carried out on the land for which the rebate is sought; and
- the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons.

The Council may take into account other matters considered relevant by the Council including, but not limited to, the following:

- why there is a need for financial assistance through a rebate;
- the level of rebate (percentage and dollar amount) being sought and why it is appropriate;
- the extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
- whether the applicant has made/intends to make applications to another Council;
- whether, and if so to what extent, the applicant is or will be providing a service within the Council area;
- whether the applicant is a public sector body, a private not for profit body or a private or profit body;
- whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;
- the desirability of granting a rebate for more than one year in those circumstances identified in this policy;
- consideration of the full financial consequences of the rebate for the Council;
- the time the application is received;
- the availability of any community grant to the person or body making the application;
- whether the applicant is in receipt of a community grant; and
- any other matters and policies of the Council, which the Council considers relevant.

All persons who or bodies which wish to apply to the Council for a rebate of rates must do so on or before 1st July of each year.

The Council reserves the right to refuse to consider applications received after that date. However, applicants which satisfy the criteria for a mandatory 75% or 100% rebate will be granted the rebate at any time.

The Act provides that the Council may grant a rebate of rates or charges on such conditions as the Council thinks fit. The Council may, for proper cause, determine



that an entitlement to a rebate of rates under the Act no longer applies. Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

***It is an offence for a person or body to make a false or misleading statement or representation in an application or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act.***

***If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence.***

***The maximum penalty for these offences is \$5,000.***

#### **Natural Resource Management (NRM) (State Government) Levy**

Councils are required, by the State Government, to collect an amount specified as the Northern & Yorke NRM Levy on all rateable properties. Collection occurs on behalf of the State Government for the Northern & Yorke NRM Board, which uses the funds to manage natural resources.

The Northern & Yorke NRM Board declares a levy payable by The Flinders Ranges Council based on capital value which is \$33,600 for the 2012/13 year.

Council sets a Separate Rate for the Northern & Yorke NRM Board Levy based on capital value. For 2011/12 the levy was \$0.000130 per capital value dollar. The 2012/13 levy is \$0.000140 per capital value dollar.

Any queries relating to the NRM Levy should be directed to:  
Northern & Yorke NRM Board  
PO Box 175, Crystal Brook SA 5523  
P: 1300 558 026  
E: [board@nynrm.sa.gov.au](mailto:board@nynrm.sa.gov.au)

#### **Review**

A person who or a body which is aggrieved by a determination of the Council in respect of an application for a rebate may seek a review of that decision in accordance with the Council's Internal Review of Council Decisions Policy within 30 days of the date of the notice of determination which is given pursuant to this Policy.

#### **Annual Business Plan, Budget and Long Term Financial Plan**

A full copy of the Annual Business Plan is available for inspection at no charge at the principal office 1 Seventh Street Quorn SA 5433 or Hawker Service Centre (Hawker Motors) Corner Cradock and Wilpena Roads Hawker or can be downloaded from Council's website at: [www.frc.sa.gov.au](http://www.frc.sa.gov.au)

#### **DISCLAIMER**

***A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions.***

*Where a ratepayer believes that the Council has failed to properly apply this policy they should raise the matter with Council by writing to the Chief Executive Officer PO Box 43 QUORN SA 5433.*

#### **Consultation on changes to Council's method of Rating:**

This Annual Business Plan contains one change to Council's rating methodology (exclusion from Capping Rebate eligibility).

Council is required under Section 151 & Section 156 of the Local Government Act 1999, to consult the public on any changes to rating methodologies. This consultation was undertaken in conjunction with the consultation required for the Annual Business Plan, which is expressly allowed under that act.

#### **Suggestions and Feedback on the 2012/2013 Annual Business Plan**

Feedback and suggestions regarding Council's draft Annual Business Plan were required in writing by 5.00pm Friday 13<sup>th</sup> July 2012. Written feedback or suggestions were to be addressed to the Chief Executive Officer PO Box 43 Quorn SA 5433. Council received no submissions.

Council set aside one hour at the Special Meeting of Council on 17<sup>th</sup> July 2012 for Residents or Ratepayers who wished to address the Council on the draft Annual Business Plan. Ratepayers were required to phone Julie Campbell on 8648 6031 to register their interest in making a verbal presentation to Council on the draft Annual Business Plan.

Council accepted email submissions to [council@frc.sa.gov.au](mailto:council@frc.sa.gov.au) provided a contact name, address and phone number are included in the email.



# **THE FLINDERS RANGES COUNCIL**

## **STRATEGIC MANAGEMENT PLAN**

**2012 – 2022**

<b>Policy Number</b>	<b>1. Statutory</b>
<b>Date Adopted by Council</b>	<b>12 June 2012</b>
<b>Next Review Date</b>	<b>June 2013</b>



## STRATEGIC MANAGEMENT


### STRATEGIC MANAGEMENT PLAN 2012 - 2022

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# VISION

**An engaging community which enjoys a sustainable, contemporary lifestyle and flourishing economy within an unspoilt natural environment.**

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## INTRODUCTION BY THE MAYOR

I am pleased to present to you The Flinders Ranges Council's Strategic Management Plan 2012 - 2022.

This key document provides a summary of our objectives, aspirations, values and intentions for the development and improvement of our community over the next 10 years. It has been derived from community, elected member and staff, and other key stakeholders' input as well as the necessary consideration of the regulatory environment Council has to work in.

We have undertaken a full revision of the Plan at this time, but it is worth noting that the previous plan was still held very relevant and the values and objectives it held are again very much to the fore. These include a great respect and appreciation for the magnificent natural environment we are so fortunate to live in, as well as the desire to retain the character and feel of our towns and the strength of our country community. Growth of services in our towns, indeed retention of current levels, is dependent on growing our local economy and tourism will continue to play a vital role in supporting our businesses and our towns and enabling our communities to grow into the future. We remain constrained in what we can practically achieve by our small ratepayer base, but will continue actively seeking external funding and partnership opportunities to achieve some 'aspirational' objectives. It is also most encouraging to see our people engage with and take up energy and environmental sustainability measures to reduce their "carbon footprint" in this arid and fragile environment.

The Strategic Management Plan is not a rigid, 'set and forget' document – it will be subject to ongoing review and amendment where required as we progress toward our goals. On behalf of The Flinders Ranges Council, I encourage your comments and feedback on the plan and look forward to working co-operatively with all of our community, businesses and all levels of Government to achieve the objectives contained within for the benefit of all.

Peter Slattery  
Mayor  
June 2012





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**OUR COMMUNITY** – We value our rural location and lifestyle. Given our small size, and resultant familiarity amongst residents and neighbours, we feel secure in our community. Traditionally active in community participation, we are now challenged by changing volunteer patterns, contemporary lifestyle preferences and maintaining essential services. Whilst maintaining the character and heritage aspects of our community, we seek to grow our population in order to build upon our great quality of life. Issues fundamental to our future will be growing our health and aged care services; provision of quality education; delivering other key community infrastructure and services; and providing sporting, entertainment and community celebratory opportunities.

**OBJECTIVE** – We have the essential infrastructure necessary to grow our communities

Aligns with South Australian Strategic Plan (2011) Goals

- *We are committed to our towns and cities being well designed, generating great experiences and a sense of belonging (T 1)*
- *New developments are people friendly, with open spaces and parks connected by public transport and bikeways (T 2)*
- *We are safe and protected at work and on the roads (T 21, 22)*

Strategies	Performance Measures
<ul style="list-style-type: none"><li>• Advocate and lobby government to provide accessible medical and health services that meet the needs of our community</li></ul>	No loss of health and medical services
<ul style="list-style-type: none"><li>• Provide well maintained active and passive recreation areas that meet community needs, including 'aged-friendly' infrastructure</li></ul>	Recreation areas maintained and developed in line with community need
<ul style="list-style-type: none"><li>• Grow networks of walk/bike trails</li></ul>	Program of improvements and extensions
<ul style="list-style-type: none"><li>• Provide a high standard of core-business infrastructure services, eg local roads, footpaths, community waste water management</li></ul>	Infrastructure and asset management program implemented and updated regularly

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## OBJECTIVE – Our community has equitable access to essential services

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Aligns with South Australian Strategic Plan (2011) Vision

- *Everyone has a place to call home*

Aligns with South Australian Strategic Plan (2011) Goals

- *We support people to stay in their homes if they choose (T 11)*
- *We support families (T 15,16,17)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Facilitate the provision of housing and care services for aged persons in Hawker and Quorn</li> <li>• Provide access to community transport throughout the area through membership of the Northern Passenger Transport Network</li> <li>• Advocate with all levels of government/agencies to ensure the infrastructure and services needs of the community are met</li> <li>• Provide a high standard of <i>core-business</i> services, eg waste management, public health, development</li> </ul>	<p>No loss of community housing stock</p> <p>Service remains viable and volunteer numbers maintained</p> <p>No reduction in standards of community infrastructure and services</p> <p>Reduced complaints to Council, improving annual performance review results</p>

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## OBJECTIVE – Provide innovative solutions to grow delivery of services

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Aligns with South Australian Strategic Plan (2011) Goals

- *South Australia's transport network enables efficient movement by industry and the community (T 56)*
- *We make healthy choices in how we live (T 78-81)*
- *We are physically active (T 83)*
- *We overcome distance by using digital technology (T 57,58)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Investigate options to provide public transport to meet growing community needs, eg for leisure, shopping, to link with other services</li> <li>• Liaise with businesses and agencies to encourage them to provide innovative solutions to services gaps</li> <li>• Encourage the community to engage in a healthy lifestyle through supporting participation in sporting clubs, active recreation and healthy eating</li> </ul>	<p>Annual monitoring by Council, comprehensive report developed and presented to Council by 2015</p> <p>Survey community on regular basis to identify services gaps, analyse and report to Council</p> <p>Develop a community health monitoring program in partnership with local health services, by 2013</p>

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## OBJECTIVE – Maintain the lifestyle advantages and values our community treasures

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Aligns with South Australian Strategic Plan (2011) Vision

- *We are active in looking after our health*
- *We are committed to our towns and cities being well designed, generating great experiences and a sense of belonging (T 1)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Facilitate the staged implementation of the concept of the Hawker and Quorn Urban Design Plans</li> </ul>	<p>A major initiative is underway in each town by 2014</p>
<ul style="list-style-type: none"> <li>• Support the development of integrated/shared sports facilities including the staged implementation of the Quorn Oval Master Plan concept</li> </ul>	<p>Shared sports complex rooms built by 2016</p>
<ul style="list-style-type: none"> <li>• Investigate a ‘community development’ function in Council</li> </ul>	<p>Report developed and presented to Council by 2014</p>





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**OUR PROSPERITY** – The future of our community and towns is dependent on a strong, diverse local economy achieved by focussing on our competitive advantages in a rapidly evolving global economy. Strategically located within the Flinders Ranges and entrance to Outback SA, our Council district takes advantage of opportunities offered by the region's tourism, mining and pastoral sectors and is recognised as having attractive and unique outback towns. Growth of our towns is enhanced by their appeal as retiree and tree-change destinations and close proximity to a regional service centre. We aspire to continually enhance our traditional economic base of tourism, agriculture and government services. New families and businesses will be attracted by the opportunities provided by new communication technologies; marketing our appealing lifestyle and environment; and innovative solutions to grow delivery of services.

#### OBJECTIVE – Population growth aligning with community values and needs

Aligns with South Australian Strategic Plan (2011) Vision

- *A strong, sustainable economy that builds on our strengths (T 34-44)*

Aligns with South Australian Strategic Plan (2011) Goal

- *South Australia has a sustainable population (T 45,46)*

#### Strategies

- Review and update the '*population growth strategy*'
- Facilitate the establishment of a '*lifestyle village*'
- Continue support for local and regional tourism organisations
- Ensure adequate land is available for future residential and business growth

#### Performance Measures

- Strategy reviewed and updated
- Construction of 10 units completed by 2013
- Maintain memberships
- Review of Development Plan undertaken by 2014



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## OBJECTIVE – Future focussed new industry and jobs growth

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Aligns with South Australian Strategic Plan (2011) Goals

- *South Australia has a resilient, innovative economy (T35-38)*
- *We develop and maintain a sustainable mix of industries across the state (T 39-42)*
- *All South Australians have job opportunities (T 47-53)*
- *Our young people have a future here (T 54)*

Strategies	Performance Measures
<ul style="list-style-type: none"><li>• Facilitate the development of <i>‘place-based’</i> economic development plans</li><li>• Liaise with the health sector to grow health and aged care services and jobs</li><li>• Advocate for communications infrastructure and services to meet industry needs</li><li>• Investigate an <i>incentive program</i> to grow business investment and jobs locally</li></ul>	<p>Plans developed and presented to Council by 2015</p> <p>Local health and aged care related jobs increase by 10% by 2017</p> <p>Advances in internet speed and communications comparable with national standards</p> <p>Develop and adopt a ‘business growth incentive’ policy and procedures’, by 2014</p>

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**OBJECTIVE – We have a productive, innovative residential population**

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Aligns with South Australian Strategic Plan (2011) Goals

- *We value and promote artistic vibrancy and excellence and celebrate community expressions through the arts (T 99,100)*
- *We develop and maintain a sustainable mix of industries across the state (T 39,40)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Encourage the development and growth of <i>‘the arts’</i> locally</li> <li>• Advocate for the development of cottage and home based industries/businesses</li> <li>• Encourage RDAFN to facilitate improved planning and performance by small businesses</li> </ul>	<p>Number of art related events/activities increases</p> <p>Number of home-based and micro businesses increases by 4% annually</p> <p>Four workshops to be delivered annually in district</p>

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## OBJECTIVE – Growing awareness intra and inter state of our lifestyle and economic advantages

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Aligns with South Australian Strategic Plan (2011) Goals

- *We are known worldwide as a great place to live and visit (T 4)*
- *We have a sense of place, identity, belonging and purpose (T 6)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Develop and implement innovative promotional campaign aimed at attracting media (including television) coverage</li> <li>• Maintain, promote and distribute the '<i>population attraction</i>' package</li> <li>• Promote local success stories through Council communications, website and social media</li> </ul>	<p>Campaign designed, adopted and funded by June 2014</p> <p>Inquiries about residing in the district increase by 50% annually for the next 3 years</p> <p>Number of articles and postings increases by 20% annually for the next 3 years</p>



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**OUR ENVIRONMENT** – The unique and attractive natural environment of the Flinders Ranges region is widely renowned, and highly valued by our residents. The significant uptake of renewable energy systems (eg solar hot water and power); recycling; energy conservation; and re-vegetation reduces our 'carbon footprint' and enhances sustainability. In our arid climate, we address water shortage through extensive rainwater and stormwater harvesting, water reuse initiatives, water conservation and community education. We are recognised for our conservation efforts, including our heritage streetscapes, town 'greening' to create native fauna and flora havens, domestic energy and water self-sufficiency.

**OBJECTIVE** – We conserve our surrounding unspoilt natural environment and built heritage

Aligns with South Australian Strategic Plan (2011) Goals


- *We look after our land, rivers and wetlands (T 69,70)*
- *We respect and enjoy our environment (T 72)*

**Strategies**

- Support development that retains the character of the area.
- Continue to review and implement the Warren Gorge Management Plan and encourage responsible use of the area
- Develop a program to encourage residents and businesses to maintain properties and street frontages including weed control

**Performance Measures**

Reduction in complaints about inappropriate development  
Increase in amount and diversity of revegetation displayed in annual monitoring and reporting  
Improved appearance of properties and building facades,  
Reduction of caltrop and other weeds on properties and footpaths

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**OBJECTIVE – We have reduced our reliance on and use of grid power and reticulated water**

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Aligns with South Australian Strategic Plan (2011) Vision


- *We value and protect our water resources (T 73, 74, 75)*

Aligns with South Australian Strategic Plan (2011) Goals

- *We adapt to the long term physical changes that climate change presents (T 62)*
- *South Australia has reliable and sustainable energy sources, where renewable energy powers our homes, transport and workplaces (T 64,65,66)*
- *South Australian has reliable and sustainable water resources and is a leader in wastewater, irrigation, stormwater and groundwater management (T 73,74)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Advocate ongoing uptake of solar power, solar hot water and rainwater collection</li> <li>• Ensure a future <i>'lifestyle village'</i> has <i>'green'</i> credentials</li> <li>• Update Development Plan to incorporate <i>'green'</i> credentials</li> </ul>	<p>Maintain Councils 'green' newsletter; establish baseline data to enable performance monitoring, by June 2013</p> <p>Lifestyle village development approval includes solar power, increased r/w storage, native vegetation, etc requirements</p> <p>Development Plan outlines requirements for nature reserves and corridors, increased 'greening', increased r/w storage, focus on household energy <i>'self-sustainability'</i>, etc.</p>



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## OBJECTIVE – Our community is recognised for its sustainability initiatives

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Aligns with South Australian Strategic Plan (2011) Goal

- *We aim for zero waste – recycling, reusing and reducing consumption all we can (T 67)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Encourage and support our communities to participate in annual programs, eg KESAB Tidy Towns program, national tree day, clean up Australia day.</li> <li>• Promote notable local examples of conservation, renewable energy uptake, water efficiency, and sustainable households</li> </ul>	<p>Community participation in annual programs grows by 10 % annually</p> <p>Number of articles and postings increases by 20% annually for the next 3 years</p>

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## OBJECTIVE – Council leadership drives community action in reducing our carbon footprint

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Aligns with South Australian Strategic Plan (2011) Vision

- *South Australians think globally, act locally and are international leaders in addressing climate change (T 59-67)*
- *We reduce our greenhouse gas emissions (T 59,60,61)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Develop and implement a program for increased ‘greening’ of streets, public parks and town entrances at Hawker and Quorn</li> <li>• Develop and promote a Council <i>environmental sustainability plan</i></li> <li>• Promote our sustainability initiatives throughout the wider community and relevant industry sectors, eg local government, clean-energy, NRM</li> <li>• Facilitate an ongoing program of community education supporting our sustainability and reducing our carbon footprint</li> </ul>	<p>Review and amend existing planning to provide for increased ‘greening’, by March 2013; Increase ‘greened’ areas in Council control by 1 hectare annually</p> <p>Plan developed and adopted by Dec 2013</p> <p>Number of articles and postings increases by 20% annually for the next 3 years</p> <p>Maintain Councils ‘green’ newsletter</p>



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**GOVERNANCE** – Council is committed to responsible and accountable leadership, community representation and transparent decision making to efficiently and effectively manage our operations. Council values our community's input and we actively engage with them through media, public consultation and workshops. Council encourages Elected Members and staff to expand and develop their skills and knowledge in an environment of continuous improvement, and works proactively with all levels of government, and external agencies within a legislative framework.

**OBJECTIVE** – We maximise partnerships to deliver services, facilities and infrastructure

Aligns with South Australian Strategic Plan (2011) Goals

- *We actively participate in shaping the future of our state (T 28-031)*

**Strategies**


- Continue to maintain positive strategic alliances with other Councils, State and Federal Governments and relevant agencies
- Foster dialogue with community organisations, business and government agencies to identify partnership opportunities
- Maximise opportunities to attract external funding

**Performance Measures**

Increased representation to strategic organisations

Monthly and annual Council reporting evidencing ongoing dialogue

Subject to the political and economic environment Council grows external investment

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## OBJECTIVE – ‘Continuous improvement’ underlies our core values and practices

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Aligns with South Australian Strategic Plan (2011) Vision

- *We actively participate in shaping the future of our state (T 28-31)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Develop a culture of ‘continuous improvement’ across the organisation</li> </ul>	<p>Annual performance reviews evidence improved employee standards</p>
<ul style="list-style-type: none"> <li>• Development and implement training programs for all elected members</li> </ul>	<p>All elected members attend at least one relevant training session annually</p>
<ul style="list-style-type: none"> <li>• Develop and implement training programs for all staff</li> </ul>	<p>Programs developed and implementation commenced by June 2013</p>
<ul style="list-style-type: none"> <li>• Ensure risk management strategies and procedures meet industry and latest Australian Standards</li> </ul>	<p>Program for staged upgrade of standards and procedures developed by June 2013</p>
<ul style="list-style-type: none"> <li>• Benchmark, implement and publish an annual organisational review</li> </ul>	<p>Review of existing processes benchmarked against industry standards and results reported to Council by Dec 2013</p>

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## OBJECTIVE – Our focus is on engaging our community in local government

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Aligns with South Australian Strategic Plan (2011) Goals

- *We value and support our volunteers and carers (T24)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Improve transparency of Council's decision making</li> <li>• Continue to have appropriate community representation on Council committees</li> <li>• Encourage community attendance at Council meetings</li> <li>• Develop and implement a community engagement strategy meeting industry standards</li> </ul>	<p>Reduced public complaints; improving public perception of Council performance in regular surveys</p> <p>Strong community representation on all relevant committees</p> <p>Community attendance grows at 30% annually for the next 3 years</p> <p>Community engagement strategy developed and adopted by 2013</p>

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## OBJECTIVE – Sound governance meeting contemporary standards and legislation


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Aligns with South Australian Strategic Plan (2011) Goal

- *Governments demonstrate strong leadership working with and for the community (T 32,33)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Comply with Local Government Act 1999 and all other relevant government legislation, regulations and standards</li> <li>• Develop benchmarks, set SMART goals and performance measures, and monitor and review processes to ensure compliance with legislation</li> <li>• Ensure transparency, honesty and accountability in all Council decision making and implementation processes</li> </ul>	<p>External and internal auditing evidences compliance</p> <p>Identify gaps in bench-mark data and related goal-setting and performance measuring issues and report to Council by Dec 2012; develop a related policy and procedures by Dec 2013</p> <p>No adverse findings by Ombudsman</p>



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## OBJECTIVE – Responsible business and people management

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Aligns with South Australian Strategic Plan (2011) Vision

- *We are active in looking after our health (T 78-86)*

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Council is committed to providing employees, contractors and visitors with a healthy and safe environment</li> <li>• Council reviews and updates plans, i.e. business continuity plan and risk management plan</li> </ul>	<p>Deliver annual programs that encourage healthy eating, exercise, mental health and quitting smoking</p> <p>Support staff to seek assistance for drug or alcohol issues</p> <p>Review and update plans on an annual basis</p>