



The Flinders  
Ranges Council

# **THE FLINDERS RANGES COUNCIL**

## **ANNUAL BUSINESS PLAN 2016-2017**

Approved for Consultation on 07 June 2016  
Adopted 19 July 2016  
GDS 7.11.1

Prepared by Colin Davies, Chief Financial Officer, The Flinders Ranges Council

## Introduction

The Flinders Ranges Council Annual Business Plan sets out the services, programs and capital expenditure for 2016-2017 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 council's long-term financial performance and position. An independent assessment of council's 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 an average of 10% each year over the last 5 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 and enhancing 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 Infrastructure and Asset Management Plans as part of Council's Strategic Management Plan suite, which will help guide sustainable decisions into the future. Council adopted a Strategic Management Plan 2012-2022 on 12 June 2012. The current Council reviewed the Strategic Management Plan 2012 in February 2015 and adopted the February 2015 revised Strategic Management Plan 2012-2022 on 21 April 2015.

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 frequently 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 Annual Business Plan 2016-2017. These include:

- Consumer Price Index increases on relevant goods and services of 1.75%.
- 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 increased expectation of detailed public consultation on all activities of Council
- new legislation imposed by State Government with no corresponding resources provided

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 an average of 3.9% per rateable property above last year's rates (Rate Rebate policy for exceptions)
- 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 Corrections and "Work for the Dole" volunteers
- 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. In total, Local Government has 64 Acts of State and Federal legislation which it is required to consider. Approximately 50% of these are applicable to The Flinders Ranges Council. By way of example some of these various Acts influence or control:

- 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
- work health and safety standards and guidelines
- waste management
- natural resources management
- native vegetation
- cemeteries
- community wastewater management systems (CWMS) and reporting to various agencies
- community lands
- fire prevention
- emergency management

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

- Library services
- Swimming pools
- Ovals and other sporting infrastructure
- Community centres/halls
- Economic development
- Tourism services (Visitor Information Centre)
- Environmental programs
- Climate Change programs
- Park management
- Community support programs including Community buses
- Industry support programs
- Youth programs.
- Street and public space lighting
- Corella control
- Flora parks & reserves

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 periodically 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 this 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 (February 2015 Reviewed Version) on the 21 April 2015. This is appended at the end of this Annual Business Plan 2016-2017.

Council appraises its Strategic Management Plan progress during the Annual Business Planning process each year. Council reviewed and consulted on an updated Strategic Management Plan in the first quarter of 2015 as part of its review process.

## Vision

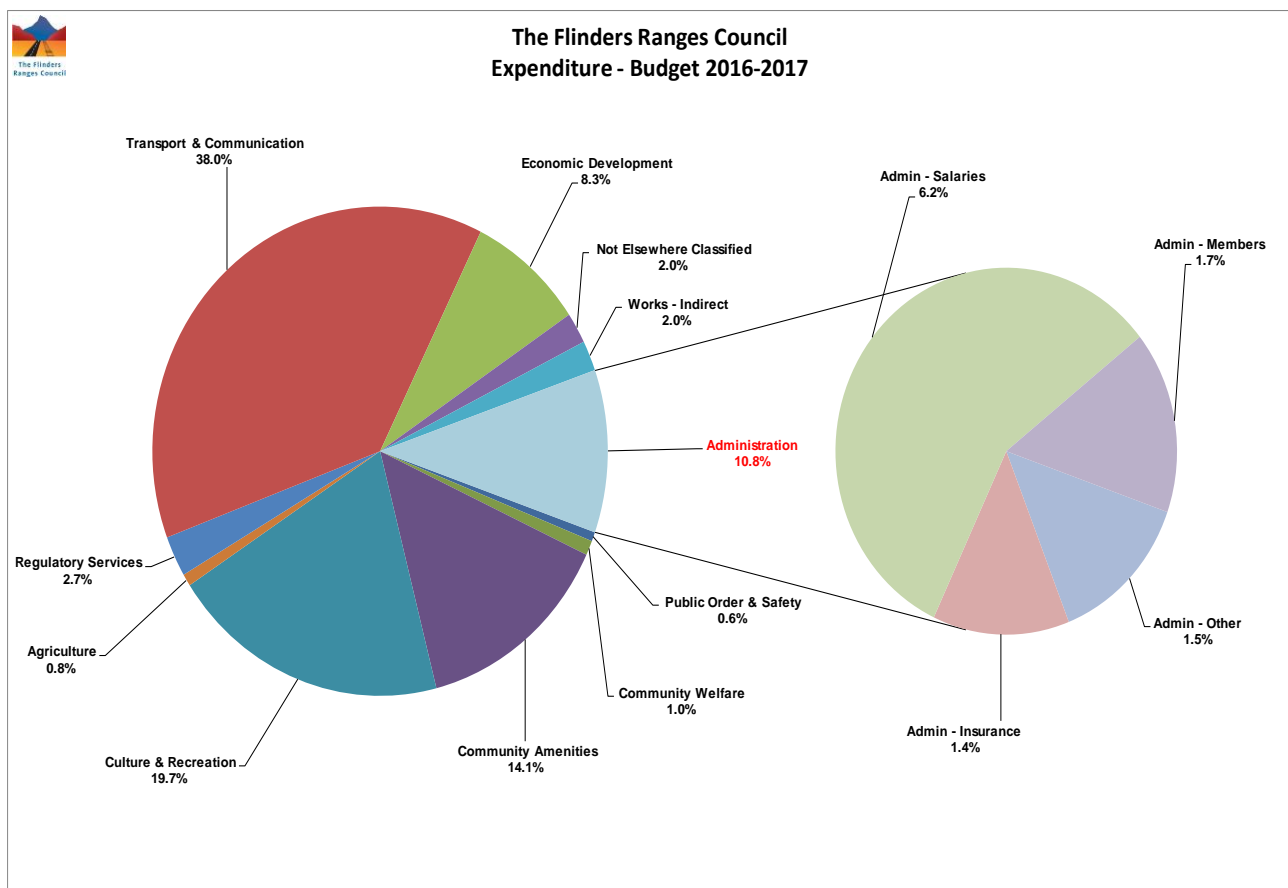
*An engaging community which enjoys a sustainable, contemporary lifestyle and flourishing economy within an unspoilt natural environment.*

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 2016-2017

Council expenditure for the 2016-2017 Budget and for the Long Term Financial Plan 2015-2035 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.



### *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. Flood repairs. Sealing of unsealed town streets.

Council also provides safe pedestrian footpaths, cycleways 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, parks and gardens, cemeteries, library funding, 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, community buses.

### *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 continually changing legislation imposing more cost on Council, ensuring appropriate risk management procedures and processes are implemented and actioned, providing a safe work place compliant with work health and safety obligations and responsibilities, continuing strategic alliances with external bodies, and supporting the role of the Elected Members in representing and informing their 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 work health and safety objectives and risk management minimisation programs, asset and infrastructure management, grants.

### *Regulatory Services*

The activities associated with building control, development plan compliance, food and food premises hygiene, public & environmental health, drinking water testing, swimming pool inspections, parking, litter, building and fire safety, dog and cat management & control.

### *Community Services and Health*

Fire Prevention Officer, fire breaks, ongoing vandalism repairs, support for SES and CFS, Immunisations. Support of aged care and support services.

### *Economic Development and Tourism*

Tourism activities such as the Flinders Ranges Visitor Information Centre, contribution toward a regional Tourism Adviser and Economic Development Officer based with the Regional Development Australia Far North. Support for Pichi Richi Railway Preservation Society. Grant applications. Marketing the council region to prospective investors, businesses and residents. Seeking employment opportunities for residents. Supporting the film industry.

All the above and more is provided by 16 full-time staff plus 2 full-time trainees, all of whom perform multiple tasks to deliver services. There are also 9 part-time or seasonal staff who provide single tasks such as cleaners, tourism officers and pool attendants. There are 4 full time staff in the admin office, 2 in the Visitor Information Centre and 13 at the 2 works depots. In the Budget and Long Term Financial Plan 2016-2036, staff wages are allocated to all tasks on which they work and no single budget line contains the total remuneration of one staff member.

Listed below are some of the proposed significant undertakings for the 2016-2017 financial year (not in any order of priority and subject to change):

*Unsealed Roads – Resheet program (sections of):*

Altmann Road (including trial of dust suppressant), Warcowie Road, Old Gunyah Road, Quarry Road, Yappala Road, Ward Road, Dump Road (Hawker), Yarrah Vale Road (2 sections), Arden Vale Road, Gunyah Road, Partacoona Road.

*Seal Program*

Seventh Street, Quorn

*Kerb &/or Watertable*

Wilpena Road, Seventh Street

*Aerodromes*

Resheet Quorn Airstrip (brought forward from 2015-2016)

*Roads to Recovery*

Williams, Leslie and Francis Streets, Quorn

*Special Local Roads Grant*

Carrieton Road (brought forward from 2015-2016)

*Plant & Equipment*

Small Tip Trailer, 4x4 SUV

*Land & Buildings*

Upgrades to Hawker Institute, Quorn Town Hall and Community Hall

*Fixtures & Fittings*

Replace flooring Community Hall & Depot, CCTV Cameras,

*Community Waste Water System*

Hawker CWMS upgrade ponds

*Cemeteries*

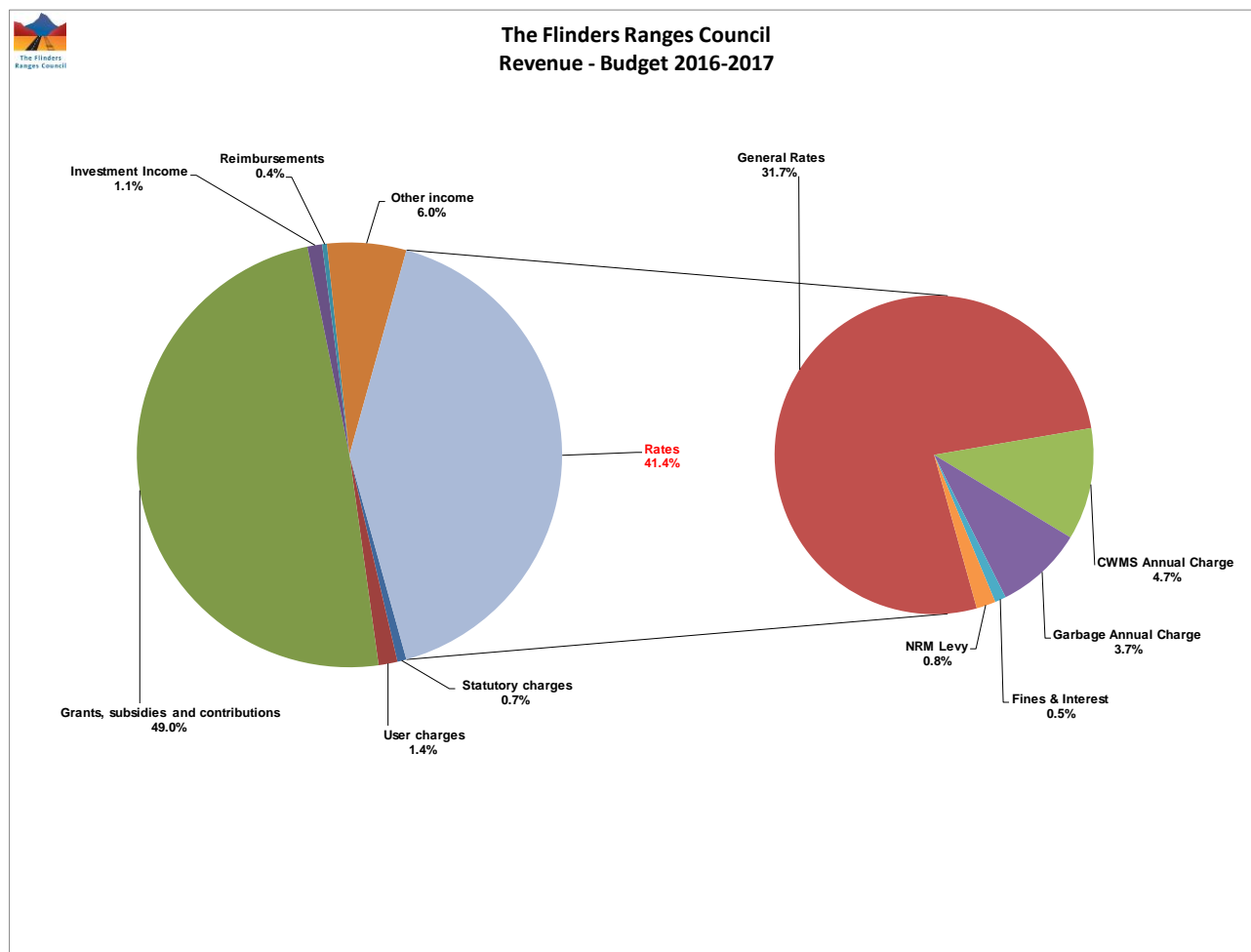
Quorn Cemetery shelter, tree replacement

*Other Capital Works*

Warren Gorge redevelopment ongoing, playgrounds, Quorn Skate Park, Hawker War Memorial (Stage 3), Quorn CBD upgrade

Please note that some of the above capital items will only proceed if Council is successful in obtaining grant funding for that particular item.

## 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 2016-2017 financial year Council considered the impact of the rates to be charged on the well-being of the community. Council will take into account during the rate setting process:

- The Strategic Management Plan 2012-2022 adopted by Council on 21 April 2015. The Strategic Management Plan was developed following a series of public meetings and community consultation and reviewed in 2015
- 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 2016-2036 developed as part of the Strategic Management Plan 2012-2022
- 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 16<sup>th</sup> February 2016
- 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
- Climate Change
- The impact of Government Grant Commission funding decisions (ie the freezing of indexation and withdrawal of supplementary road funding - \$400,000 over 3 years)

The Rating Policy has been removed as part of the Annual Business Plan and is now a separate policy document. The Rating Policy 2016-2017 will be consulted on and adopted concurrently with the Annual Business Plan 2016-2017.

## Environmental Stewardship

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 (e.g. 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.

The most notable recent project was the "Energising the Flinders", solar power and lights project, where a Regional Development Australia Fund Grant was obtained to install 46 solar lights and 8 solar power systems in the Council area.

Council continues to research an Environmental Sustainability Plan for the council area.





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## Uniform Presentation of Finances



### The Flinders Ranges Council LONG TERM FINANCIAL PLAN 2016 - 2036 UNIFORM PRESENTATION OF FINANCES

Adopted 19 July 2016

	2015	YTD May-16 2016	Budget 2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2036
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenues	4,374,298	4,302,401	4,237,400	4,182,200	4,239,500	4,332,200	4,443,300	4,573,500	4,708,600	4,854,200	5,007,100	5,172,800	5,351,100	76,144,900
less Operating Expenses	(4,478,111)	(5,817,359)	(5,351,800)	(5,744,800)	(5,096,300)	(5,193,900)	(5,408,900)	(5,352,500)	(5,453,200)	(5,625,600)	(5,778,500)	(5,944,700)	(6,109,100)	(72,239,400)
Adjusted Operating Surplus / (Deficit) before Capital Amounts	(103,813)	(1,514,958)	(1,114,400)	(1,562,600)	(856,800)	(861,700)	(965,600)	(779,000)	(744,600)	(771,400)	(771,400)	(771,900)	(758,000)	3,905,500
<b>Net Outlays on Existing Assets</b>														
Capital Expenditure on renewal and replacement of Existing Assets	(205,667)	(1,221,775)	(1,279,900)	(1,201,800)	(1,105,400)	(884,600)	(597,100)	(654,600)	(517,300)	(711,000)	(860,600)	(731,800)	(304,500)	(32,848,900)
less Depreciation, Amortisation and Impairment	1,336,829	1,314,400	1,314,400	1,131,800	1,165,600	1,196,200	1,351,900	1,216,300	1,190,900	1,237,800	1,260,500	1,287,100	1,298,500	16,137,100
less Proceeds from Sale of Replaced Assets	51,182	-	144,500	26,600	167,200	210,500	142,700	154,700	84,300	62,200	80,900	197,800	45,300	1,844,100
	1,182,344	92,625	179,000	(43,400)	227,400	522,100	897,500	716,400	757,900	589,000	480,800	753,100	1,039,300	(14,867,700)
<b>Net Outlays on New and Upgraded Assets</b>														
Capital Expenditure on New and Upgraded Assets	(3,624,875)	(333,163)	(643,800)	(1,049,900)	(206,900)	(206,900)	(206,900)	(206,900)	(206,900)	(206,900)	(206,900)	(206,900)	(206,900)	(2,068,200)
less Amounts received specifically for New and Upgraded Assets	1,905,000	1,675,000	893,300	1,031,200	347,400	268,000	299,400	260,000	302,000	423,700	461,300	298,700	269,100	15,200,300
less Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	(1,719,875)	1,341,837	249,500	(18,700)	140,500	61,100	92,500	53,100	95,100	216,800	254,400	91,800	62,200	13,132,100
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(641,344)</b>	<b>(80,496)</b>	<b>(685,900)</b>	<b>(1,624,700)</b>	<b>(488,900)</b>	<b>(278,500)</b>	<b>24,400</b>	<b>(9,500)</b>	<b>108,400</b>	<b>34,400</b>	<b>(36,200)</b>	<b>73,000</b>	<b>343,500</b>	<b>2,169,900</b>

## **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)

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### **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 a policy they should raise the matter with Council by writing to the Chief Executive Officer PO Box 43 QUORN SA 5433.*

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

The Rating Policy 2016-2017 contains no changes to Council's rating methodology from the Rating Policy 2015-2016.

Council is required under Section 151 & Section 156 of the Local Government Act 1999, to consult the public on any changes to rating methodologies. 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 2016-2017 Annual Business Plan**

Feedback and suggestions regarding Council's draft Annual Business Plan 2016-2017, draft Rating Policy 2016-2017, draft Long Term Financial Plan 2016-2036 and draft Fees and Charges 2016-2017 were required in writing by 4:00pm Friday 1 July 2016. Written feedback or suggestions were to be addressed to the Chief Executive Officer PO Box 43 Quorn SA 5433.

Council set aside one hour at the Ordinary Meeting of Council on 21 June 2016 for Residents or Ratepayers who wished to address the Council on the draft Annual Business Plan 2016-2017, Rating and Rate Rebate Policy 2016-2017, Long Term Financial Plan 2016-2036 and/or draft Fees and Charges 2016-2017. Ratepayers were required to phone Council on 8620 0500 to register their interest in making a verbal presentation to Council on the draft Annual Business Plan 2016-2017, Rating or Rate Rebate Policy 2016-2017, Long Term Financial Plan 2016-2036 and/or draft Fees and Charges 2016-2017.

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.

Both the written and verbal submissions were considered by Council at a Special Meeting of Council held on Tuesday 5 July 2016 in Quorn.

***Please Note that Council endeavours to identify cost savings and alternative revenue sources on an ongoing basis to minimise future rate rises.***



# **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>Revised &amp; Adopted</b>	<b>21 April 2015</b>
<b>Next Review Date</b>	<b>November 2016</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



**STRATEGIC MANAGEMENT**  
**STRATEGIC MANAGEMENT PLAN 2012 - 2022**

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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>	Proactive engagement with Government
<ul style="list-style-type: none"><li>• Provide well maintained active and passive recreation areas that meet community and tourist expectations, including 'aged-friendly' infrastructure</li></ul>	Recreation areas maintained and developed in line with community and tourist expectations
<ul style="list-style-type: none"><li>• Maintain and seek opportunities to 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>• Facilitate 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 including communications</li> <li>• Provide a high standard of <i>core-business</i> services, eg waste management, public health and development</li> </ul>	<p>Proactive lobbying and engagement with housing and care service providers</p> <p>Service remains viable and volunteer numbers increased</p> <p>inactively engage government/agencies to maintain and improve 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 or to link with other services</li> </ul>	Annual monitoring by Council
<ul style="list-style-type: none"> <li>• Liaise with businesses and agencies to encourage them to provide innovative solutions to services gaps</li> </ul>	Survey community on regular basis to identify services gaps, analyse and report to Council
<ul style="list-style-type: none"> <li>• Encourage the community to engage in a healthy lifestyle through supporting participation in sporting clubs, active recreation and healthy eating</li> </ul>	Develop a community health monitoring program in partnership with local health services, by 2015
<ul style="list-style-type: none"> <li>• Encourage and assist business and community groups to form independent collectives to bring representation to Council</li> </ul>	Formation of business / commerce / other interest groups

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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>	Further major initiatives underway in each town by 2017
<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>	Shared sports complex rooms built by 2020



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**STRATEGIC MANAGEMENT PLAN 2012 - 2022**

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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	Performance Measures
• Review and update the <i>'population growth strategy'</i>	Strategy reviewed and updated in the first year of each Council term
• Facilitate the establishment of a <i>'lifestyle village'</i>	Development commenced by 2018
• Continue Council support for local and regional tourism organisations	Maintain memberships

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|---|---|
| <ul style="list-style-type: none"> <li>• Ensure adequate and appropriately zoned land is available for future residential and business growth</li> <li>• Provide incentives for investment and development</li> </ul> | <p>Review of Development Plan undertaken by 2020</p> <p>Develop a suite of agreed incentives in conjunction with the Population Growth Strategy</p> |
|---|---|

## OBJECTIVE – Future focussed new industry and jobs growth

### 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>• Identify opportunities to facilitate the development of <i>site-specific</i> development plans to attract and develop new industry</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 business community and industry needs</li> <li>• Investigate an <i>incentive program</i> to grow business investment and jobs locally</li> </ul>	<p>SWOT analysis developed and presented by Council by 2015</p> <p>Actively engage government/agencies to maintain and improve health and aged care services and jobs</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 2016</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> </ul>	<p>Number of art related events/activities increases</p>
<ul style="list-style-type: none"> <li>• Encourage the development of cottage and home based industries/businesses</li> </ul>	<p>Number of home-based and micro businesses increases</p>
<ul style="list-style-type: none"> <li>• Support RDAFN to facilitate improved planning and performance by small businesses</li> </ul>	<p>Two 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>• Leverage opportunities aimed at attracting media (including television) coverage</li> <li>• Develop an integrated marketing plan</li> <li>• Promote local success stories through Council communications, website, social and traditional media</li> </ul>	<p>Increase in positive media coverage</p> <p>Plan developed and funded by 2016</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	Performance Measures
<ul style="list-style-type: none"> <li>• Support development that retains the character of the area.</li> <li>• Continue to review and implement the Warren Gorge Management Plan and encourage responsible use of the area</li> <li>• Encourage residents and businesses to maintain properties and street frontages including weed control</li> </ul>	<p>Reduction in complaints about inappropriate development</p> <p>Stage 1 and Stage 2 implemented as per the Plan and targets met</p> <p>Improved appearance of properties and building facades, Reduction of caltrop and other weeds on properties and footpaths</p>



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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>• Update Development Plan to incorporate ‘green’ credentials</li> </ul>	<p>Maintain Councils ‘green’ newsletter; ongoing monitoring of data</p> <p>Development Plan outlines requirements for nature reserves and corridors, increased ‘greening’, increased r/w storage, focus on household energy ‘self-sustainability’, 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</li> <li>• Promote notable local examples of conservation, renewable energy uptake, water efficiency, and sustainable households</li> <li>• Encourage and support our communities in undertaking environmental programs</li> </ul>	<p>Community participation grows</p> <p>Number of articles and postings increases by 20% annually for the next 3 years</p> <p>Community participation is evident and grows</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 ongoing ‘greening’ of streets, public parks and town entrances at Hawker and Quorn</li> <li>• Promote our sustainability initiatives to the wider community and relevant industry sectors</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 ongoing ‘greening’; Maintain ‘greened’ areas in Council control</p> <p>Number of articles and postings increases</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.

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

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Aligns with South Australian Strategic Plan (2011) Goals

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

Strategies	Performance Measures
<ul style="list-style-type: none"> <li>• Continue to maintain positive strategic alliances with other Councils, State and Federal Governments and relevant agencies</li> <li>• Foster dialogue with community organisations, business and government agencies to identify partnership opportunities</li> <li>• Maximise opportunities to attract external funding</li> </ul>	<p>Increased representation to strategic organisations</p> <p>Monthly and annual Council reporting evidencing ongoing dialogue</p> <p>Subject to the political and economic environment Council grows external investment</p>

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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 comply with mandated training requirements</p>
<ul style="list-style-type: none"> <li>• Ongoing development of training programs for all staff</li> </ul>	<p>Programs developed and reviewed annually</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</p>
<ul style="list-style-type: none"> <li>• Implement and review internal audit framework</li> </ul>	<p>Framework actions implemented and reviewed</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>• Review the community engagement strategy meeting industry standards</li> </ul>	<p>Reduced complainants; improving public perception of Council performance in regular surveys</p> <p>Strong community representation on all relevant committees</p> <p>Community attendance grows</p> <p>Community engagement strategy reviewed annually</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>• Review benchmarks, SMART goals and performance measures, and 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>Review annually</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> </ul>	<p>Policies and procedures current and implemented. Council statistics reported against sector benchmarks</p>
<ul style="list-style-type: none"> <li>• Council reviews and updates plans, i.e. business continuity plan and risk management plan</li> </ul>	<p>Review and update plans on an annual basis</p>
<ul style="list-style-type: none"> <li>• Investigate opportunities for improved efficiencies and reduced costs for operational Council activities eg shared services, amalgamation</li> </ul>	<p>Ongoing report to Council</p>