



The Flinders
Ranges Council

THE FLINDERS RANGES COUNCIL

STRATEGIC MANAGEMENT PLAN

2012 – 2022

Policy Number	1. Statutory
Date Adopted by Council	12 June 2012
Revised & Adopted	21 February 2017
Next Review Date	December 2018



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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"> • Advocate and lobby government to provide accessible medical and health services that meet the needs of our community 	Proactive engagement with Government
<ul style="list-style-type: none"> • Provide well maintained active and passive recreation areas that meet community and tourist expectations, including ‘aged-friendly’ infrastructure 	Recreation areas maintained and developed in line with community and tourist expectations
<ul style="list-style-type: none"> • Maintain and seek opportunities to grow networks of walk/bike trails 	Program of improvements and extensions
<ul style="list-style-type: none"> • Provide a high standard of core-business infrastructure services, eg local roads, footpaths, community waste water management 	Infrastructure and asset management program implemented and updated regularly



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OBJECTIVE – Our community has equitable access to essential services

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"> • Facilitate the provision of housing and care services for aged persons in Hawker and Quorn 	Proactive lobbying and engagement with housing and care service providers
<ul style="list-style-type: none"> • Facilitate access to community transport throughout the area through membership of the Northern Passenger Transport Network 	Service remains viable and volunteer numbers increased
<ul style="list-style-type: none"> • Advocate with all levels of government/agencies to ensure the infrastructure and services needs of the community are met including communications 	actively engage government/agencies to maintain and improve standards of community infrastructure and services
<ul style="list-style-type: none"> • Provide a high standard of <i>core-business</i> services, e.g. waste management, public health and development 	Reduced complaints to Council, improving annual performance review results



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OBJECTIVE – Provide innovative solutions to grow delivery of services

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"> • Investigate options to provide public transport to meet growing community needs, eg for leisure or to link with other services 	Annual monitoring by Council
<ul style="list-style-type: none"> • Liaise with businesses and agencies to encourage them to provide innovative solutions to services gaps 	Survey community on regular basis to identify services gaps, analyse and report to Council
<ul style="list-style-type: none"> • Encourage the community to engage in a healthy lifestyle through supporting participation in sporting clubs, active recreation and healthy eating 	Develop a community health monitoring program in partnership with local health services, by 2015
<ul style="list-style-type: none"> • Encourage and assist business and community groups to form independent collectives to bring representation to Council 	Formation of business / commerce / other interest groups



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OBJECTIVE – Maintain the lifestyle advantages and values our community treasures

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"> • Facilitate the staged implementation of the concept of the Hawker and Quorn Urban Design Plans 	Continue to initiate projects in each town
<ul style="list-style-type: none"> • Support the development of integrated/shared sports facilities including the staged implementation of the Quorn Oval Master Plan concept 	Shared sports complex rooms built by 2026



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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 each Council term
• Facilitate the establishment of a <i>‘lifestyle village’</i>	Development commenced by 2022
• Continue Council support for local and regional tourism organisations	Maintain memberships
• Ensure adequate and appropriately zoned land is available for future residential and business growth	Review of Development Plan undertaken when new planning legislation is active
• Provide incentives for investment and development	Develop a suite of agreed incentives in conjunction with the Population Growth Strategy



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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"> • Identify opportunities to facilitate the development of <i>site-specific</i> development plans to attract and develop new industry • Liaise with the health sector to grow health and aged care services and jobs • Advocate for communications infrastructure and services to meet business community and industry needs • Investigate an <i>incentive program</i> to grow business investment and jobs locally 	<p>SWOT analysis developed by 2018</p> <p>Actively lobby 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 2018</p>



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OBJECTIVE – We have a productive, innovative residential population

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
• Encourage the development and growth of <i>‘the arts’</i> locally	Number of art related events/activities increases
• Encourage the development of cottage and home based industries/businesses	Number of home-based and micro businesses increases
• Support RDAFN to facilitate improved planning and performance by small businesses	Two workshops to be delivered annually in district



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

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"> • Leverage opportunities aimed at attracting media (including television) coverage • Develop an integrated marketing plan • Promote local success stories through Council communications, website, social and traditional media 	<p>Increase in positive media coverage</p> <p>Plan developed and funded by 2018</p> <p>Number of articles and postings increases annually</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"> • Encourage & Support development that retains the character of the area. 	Increase in appropriate development
<ul style="list-style-type: none"> • Continue to review and implement the Warren Gorge Management Plan and encourage responsible use of the area 	Stage 1 and Stage 2 implemented as per the Plan and targets met
<ul style="list-style-type: none"> • Encourage residents and businesses to maintain properties and street frontages including weed control 	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

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"> • Advocate ongoing uptake of solar power, solar hot water and rainwater collection • Update Development Plan to incorporate 'green' credentials 	<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

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"> Encourage and support our communities to participate in annual programs 	Community participation grows
<ul style="list-style-type: none"> Promote notable local examples of conservation, renewable energy uptake, water efficiency, and sustainable households 	Number of articles and postings increases by 20% annually for the next 3 years
<ul style="list-style-type: none"> Encourage and support our communities in undertaking environmental programs 	Community participation is evident and grows



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

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"> • Develop and implement a program for ongoing ‘greening’ of streets, public parks and town entrances at Hawker and Quorn 	Review and amend existing planning to provide for ongoing ‘greening’; Maintain ‘greened’ areas in Council control
<ul style="list-style-type: none"> • Promote our sustainability initiatives to the wider community and relevant industry sectors 	Number of articles and postings increases
<ul style="list-style-type: none"> • Facilitate an ongoing program of community education supporting our sustainability and reducing our carbon footprint 	Maintain Councils ‘green’ newsletter



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



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

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"> • Develop a culture of ‘continuous improvement’ across the organisation 	Annual performance reviews evidence improved employee standards
<ul style="list-style-type: none"> • Development and implement training programs for all elected members 	All elected members comply with mandated training requirements
<ul style="list-style-type: none"> • Ongoing training programs for all staff 	Programs developed and reviewed annually
<ul style="list-style-type: none"> • Ensure risk management strategies and procedures meet industry and latest Australian Standards 	Program for staged upgrade of standards and procedures
<ul style="list-style-type: none"> • Implement and review internal audit framework 	Framework actions implemented and reviewed



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

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"> • Improve transparency of Council’s decision making 	<p>improving public perception of Council performance in regular surveys</p>
<ul style="list-style-type: none"> • Continue to have appropriate community representation on Council committees 	<p>Strong community representation on all relevant committees</p>
<ul style="list-style-type: none"> • Encourage community attendance at Council meetings 	<p>Community attendance grows</p>
<ul style="list-style-type: none"> • Review the community engagement strategy meeting industry standards 	<p>Community engagement strategy reviewed annually</p>



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OBJECTIVE – Sound governance meeting contemporary standards and legislation

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"> • Comply with Local Government Act 1999 and all other relevant government legislation, regulations and standards 	External and internal auditing evidences compliance
<ul style="list-style-type: none"> • Review benchmarks, SMART goals and performance measures, and processes to ensure compliance with legislation 	Review annually
<ul style="list-style-type: none"> • Ensure transparency, honesty and accountability in all Council decision making and implementation processes 	No adverse findings by Ombudsman



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OBJECTIVE – Responsible business and people management

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"> • Council is committed to providing employees, contractors and visitors with a healthy and safe environment 	<p>Policies and procedures current and implemented. Council statistics reported against sector benchmarks</p>
<ul style="list-style-type: none"> • Council reviews and updates plans, i.e. business continuity plan and risk management plan 	<p>Review and update plans on a regular basis</p>
<ul style="list-style-type: none"> • Investigate opportunities for improved efficiencies and reduced costs for operational Council activities eg shared services, amalgamation 	<p>Ongoing report to Council</p>