OPERATIONAL PLAN

2020 / 2021

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1. Natural Environment

Our community appreciates the variety of its natural environment, and protects and develops opportunities for its enjoyment by locals and visitors alike.

Key Result Area:	Ecological Sustainability

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure/KPI	Date Due

1.03	Foster programs and ideas that contribute to better environmental management.	Support initiatives that encourage and improve eco/enviro outcomes
		• Continue to coordinate the following:
		   o National Tree Planting Day
		   o Clean Up Australia Day
		   o Annual Bulk Waste Collection
			4100	TOWN	• 100% - 4 initiatives delivered
					• 1 Bulk Waste collection delivered
						Q4
						
						Q4

1.05	Support initiatives that encourage the use of renewable or green energy technologies.	• Complete Solar Initiative to install Solar Panels on all Council Buildings		TOWN	• 100%	Q2

Key Result Area:	Natural Resources

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure/KPI	Date Due
1.06	Implement our Biosecurity Plan 2018-2022 *BSC Biosecurity Plan – Wild Dog & Pig Management*	Review Biosecurity Plan 2018-2022 Annually • Continue to support and coordinate the Pest Management Advisory Committee • Delivery wild dog & pig management program in line with policy including aerial baiting campaigns.	4500 4500 4500	RLO RLO RLO	• 1 Plan reviewed • PMAC Meetings held twice a year • 2x Aerial 1080 Baiting Campaigns delivered	Q4 Q2 Q2, Q4 Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure/KPI	Date Due

	Implement programs to reduce weed infestation in the Shire by mapping, working with landholders and other governments agencies	• Assist landholders with wild dog management techniques and emerging technology i.e. education sessions, CPEs
		
		• Deliver High Priority Weed management program in line with 2018-2022 Biosecurity Plan
		
		  ❖ Monitor & Treatment of Coral Cactus
		
		  ❖ Monitor & Treatment of Parthenium Weeds
		
		  ❖ Monitor & Treatment of Parkinsonia
		
		  ❖ Monitor & Treatment of Mother of Millions
			4530	RLO	• 6 sessions
					
					• 100% delivered
						Q1-Q4

	Service levels maintained in line with In-active stock Routes	• Monitor inactive stock routes and continue with pest management program • Continue to maintain the Stock Route Network Management System	4540	RLO	• 100% delivered • SRNMS system updated	Q4
	Stocking rates on the common meet the requirements of Department	• Manage Thargomindah Twin Common as per the Local Law • Undertake 6 monthly pasture assessments • Construct holding paddock on Town Common for mustering purposes	4730	RLO	• 2 musters per year • 2 assessments completed • Fence constructed	Q4
1.08 **Ent.**	Partner with other local governments and NRM groups to develop a regional approach to pest management *BSC Biosecurity Plan – Partnerships, Commitment, Support , Compliance*	• Support joint pest management initiatives with other shires in the region • Liaise with SQ Landscapes & DAFF in relation to pest management issues and initiatives • Support State and Commonwealth pest management projects • Participate in regional baiting programs	4500	RLO/RUR	• Plans implemented • 3 liaisons • Projects supported • Baiting programs delivered	Q1 Q4 Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure/KPI	Date Due
1.09 **Ent.**	Continue to promote public awareness programs and strategies for pest and weeds. *BSC Biosecurity Plan – Education, Awareness & Extension*	• Staff are provided with opportunities to present and attend workshops, conferences, forums.	4510	RLO	• WQ Wild Dog Advisory Committee Meetings attended • 2x SRLOG Meetings attended	Q4
		• Publication of Rural Lands Newsletter & Bulletins • Publication of Fact Sheets/ Best Practice Guides for General Community	4510	RLO	• 4 publications (quarterly) • 12 articles submitted to Bulloo Buzz	Q1, Q4

1.10	Enhance and preserve natural landscapes through key projects	• Plant Native trees & shrubs
		   o National Tree Planting Day
		   o Bush Tucker Garden
		   o Botanical Gardens
		   o Town Walk between Eccles & Stafford St
				TOWN	• 1 event held
					• 1 garden established
						Q4

Key Result Area:	Conservation and Heritage

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
1.12	Partner with government bodies and conservation and heritage groups to preserve and promote the cultural and built heritage of the Bulloo Shire. ❖ Develop relevant conservation management plans for key assets	• Seek funding to develop a conservation management plan for the Thargomindah Hospital • Once developed implement the management plan in accordance with councils budget	5750	COR / GRANTS	• Funding application submitted • Funding application submitted • CMP draft received	Q2 Q3 Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
1.13	Continue to partner with the Royal Historical Society of Queensland to conserve and promote the Dig Tree National Heritage asset	• Manage trust account on behalf of the Royal Historical Society Queensland • Produce quarterly reports for the RHSQ	5750	FIN	• 4 reports completed	Q4
1.15	Link heritage as part of a regional tourism strategy	• Include heritage as another valuable asset in the Tourism Activation Plan.		VICC/ COR	• 1 Review	Q2

2.   Growth to support a strong and diverse Economy

We have a strong economy driven by innovative business ideas which are locally based

Key Result Area:	Robust Economy

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.01	Partner with local businesses/industry and other local governments to form a business development group. • Partner with local businesses/industry and other local governments to promote local business	• Meet regularly with Shires in the SW to cross promote and explore opportunities	5750	VICC/ COR	• 2 meetings per year attended	Q4
		• Implement cross border agreements to support and promote local businesses and maximise tourism visitation	5750	VICC/ COR	• ~~MOU Bourke Shire in place~~ • 2 consultations per year	Q4
		• Existing App updated to promote local business	5750	VICC	• Annual review with local businesses	Q4
		• Participate in Council forums/bodies that support regional economic development o Continue to support SWRED & other bodies	5750	CEO	• 4 meetings attended • SWRED membership paid	Q4 Q2

Key Result Area:	Grow Innovation in all sectors

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.03	Identify and implement local and regional initiatives to capitalise on the environmental and economic potential of the local government through platforms such as Regional Innovation Hub, SWRED.	• Develop an Economic Development Strategy that provides a range on initiatives to capitalise on environment and economic potential in the region.		GOV	• 1 EDS developed	Q2

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.05	Continue to support emerging enterprise with subsidised access to Council infrastructure	• Assist in the promotion of local eco-tourism businesses – o Council to work with QPWS & Kilcowera Station to cross-promote eco-tourism	5750	VICC	• Number of cross promotions recorded	Q1-Q4

Key Result Area:	Grow Population

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.07	Ensure that there is aligned residential zoning through our planning instruments to support further growth *Ensure our Planning Scheme supports growth for industry, tourism and population*	• Audit essential infrastructure to determine its capacity to support development.		TOWN	• Infrastructure audit conducted	Q2
		• Effectively manage development assessments and building approvals to manage DAs & Building approvals in line with Councils service standards		GOV	• No of approvals	Q4
		• Continue with Native Title clearances and Finalise purchase of 3 industrial lots from DNRM		GOV	• clearances finalised • Titles transferred	Q2
2.08	Ensure that there is enough developable, serviced land available in Thargomindah to support housing development and population growth	• Subdivide Residential Land on Sams St, Moore St & Frew St to create additional residential lots.		GOV	• Subdivision complete	Q3
2.10	Embark on population growth strategies through expanded workforce across the business sector	• Continue working with Noni McCarthy to increase opportunity for population growth		COR	• 4 meetings with Noni	Q4
		• Investigate option for additional housing to allow for growth to become a possibility		TOWN	• 1 assessment on housing	Q3

Key Result Area:	Grow Revenue

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.12	Continue to support local purchasing and investment strategies	• Annual forum with local business for feedback • Collaborate with SWRED & RDA around business opportunities		FIN CEO	• 1 Forum delivered • 1 Meeting held	Q4

Key Result Area:	Grow Community Partnerships

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.16	Provide financial assistance grants to community organisations to support them in undertaking community events/activities. • Provide financial assistance grants to community organisations to support them in undertaking community events/activities.	• Advertise financial assistance grant twice annually for community events/activities – March & September • Review Community Grants Policy • Annual Report to Council in June on total funds acquitted through grants program.		GRANTS	• 2 advertisements placed • Policy reviewed • 1 report to Council	Q2, Q4

Key Result Area:	Grow local workforce and skills

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.17	Monitor and track local workforce numbers for growth	• Maintain current FTE and analyse if there is a gap in skills provided across Council		COR	• 1 – FTE calculation • 1 – GAP analysis	Q1

Key Result Area:	Awareness of our region and assets especially tourism

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.22	Maintain investments in related tourism bodies and alliances e.g. OQTA, Bourke Shire MOU.	• Maintain working / promotional relationships with Quilpie Shire, Bourke Shire, NSW Outback (Corner Country), OQTA, SWRT. • Collaboration on projects such as renewing the Dowling Track including Signage and Maps. • Establish cross border promotion with Tibooburra.		VICC/ COR	• 12 meetings held	Q4
2.24	Partner with other local governments and industry bodies to develop a sustainable tourism industry	• Review Membership of Adventure Way in relation to value for money expenditure.	5750	VICC	• Memberships subscribed	Q3
		• Develop links with the new Toowoomba LTO to maximise growth opportunities for the region	5750	VICC / COR	• Forums participated in	Q4
	Partner with other local governments and industry bodies to develop a sustainable tourism industry					
	Promote the visitor information centre as a key element driving economic	• Continue to provide and develop local regional tourism product for retail in the VIC	5750	VICC	• Local product is sold in VIC.	Qrtly

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	development (promote tourism attraction, product and events within the Bulloo Shire)	• Gather statistics and data from new and existing customers to obtain as a database for marketing & advertising.	5750	VICC	• Data collected quarterly	Q1
	Grow tourism and visitation numbers by 10% per annum from 2018 – 2020	• Implement the Realising the Tourism Potential of Bulloo Shire - Tourism Activation Plan – Year 2	4820	VICC	• 100% delivery	Q4
		• Vic to assist with the promotion of local events and business houses on Councils tourism website and Facebook page	4820	VICC	• Number of events promoted recorded	Q4
		• Continue to support and participate in the Adventure Way Tourism Initiative	4820	VICC	• 3 meetings attended	Q1,Q2, Q4
	VIC to develop a community program of events that signifies the Bulloo Region as an authentic outback destination	• Events approved in Budget delivered		VICC	• 100% delivered	Q1,Q2, Q4
		• Enhance tourism promotion by delivering contact with market through attending regional events, i.e. Music in the Mulga.	4820	VICC	• 3 attended	Q1,Q2, Q4
	Continue development and completion of existing tourism assets to provide the base for tourism activities.	• Maintain and expand existing resource base for tourism	4830	VICC	• $ Budget expended	Q2
		• Develop a tourism asset maintenance and upgrade schedule to ensure consistent, quality product.		TOWN	• 1 schedule developed	Q3
	Investigate the development of new infrastructure using investment strategies for tourism.	• Data is collected and calculated to recognise potential on investment return on expenditure.		VICC	• Mthly data collected	Q1, Q4

3.   Community Spirit and Well-being

We want residents to take pride in working together to build distinctive communities and create places which bring people together, places where neighbours know each other and help new residents embrace our country lifestyle. We want to engage young people in healthy habits and provide options that support the lifecycle. Our communities include Thargomindah, Cameron's Corner, Noccundra and Hungerford.

Key Result Area:	Strong Communities

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
3.01	Foster the unique sense of community that defines Bulloo Shire for both residents and visitors	• Continue publication and distribution of Community newsletter and consolidate different aspects businesses and landholders	5000	GOV	• 12 newsletters published	Q4
		• Continue to produce and host video content that promotes the community	5000	VICC	• Update existing videos and add to as required	Q2
		• Support the 'Stay on Track Outback' campaign	5000	COR/VICC	• Council to approve budget	Q1
		• Develop and Implement a Strategic Communications Strategy to support a range of objectives	5000	GOV	• Strategy developed	Q2
		• Support community and businesses with value and activities	5000	COR	• 6 per annum	Q4
3.02	Decision making processes provide equitable access and avenues for all residents to participate and contribute to decisions made in their community	• Annual consultations are conducted communities and businesses within the identified localities – Hungerford, Noccundra, and Cameron Corner	2000	CEO/GOV	• 100% delivered	Q4

3.03	Options support a diverse range of opportunities and activities for residents to	• Deliver celebratory events
		   o Australia Day Awards
		   o Anzac Day
			4430	VICC	• 100% delivered	Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	participate in local community activities and foster common citizenship.	o Seniors Week o Qld Week				
		• Visit each community at least once per year	2000	CEO/GOV /TOWN	• Visit Hungerford • Visit Noccundra • Visit Cameron Corner	Q4
3.04	Ways to connect are fostered and supported through a range of strategies including community grants for events	• Continue to liaise with organisations holding events within the shire about community grants and inkind support	4430	COR/ GRANTS	• 100% delivered	Q4

Key Result Area:	A Safe Community

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
3.06	Develop and maintain preparedness and response capabilities to ensure the community is able to withstand a wide variety of disasters that may affect the region	• Review Disaster Management Plan annually	4500	GOV	• Updated plan endorsed by LDMG	Q2
		• Support and coordinate the LDMG	4500	CEO / GOV	• LDMG meet min twice a year	Q4
3.07	Continue to deliver and support services that support health and safety across the region e.g. pest management, animal management, disaster preparedness ❖ Continue to deliver and support services that support health and	• Deliver Public Health Program	4500	Librarian	• 100% delivered	Q4
		• Deliver Animal Control Management program • Deliver Pest Management Program	4500	RLO/ Dalena	• 100% delivered	Q4
		• Animal related nuisance is minimised through proactive control measures o Deliver annual animal inspection program	4310	RLO/ Dalena	• 100% Delivered	Q3

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	safety across the region e.g. pest management, animal management, disaster preparedness (3.2.2)	o Facilitate a vet to deliver a microchipping program	4310	RLO/ Dalena	• 1 program delivered	Q3
		• The impact of periodic mosquito infestations are mitigated through appropriate vector control measures o Deliver mosquito spraying program as required	4320	RLO	• Spraying locations recorded (seasonal)	Q4
	❖ Community Environmental health is secured through ensuring compliance standards are maintained.	• Deliver annual EHO inspection program	4210	Dalena	• 100%	Q3
3.08	Engage actively with residents and stakeholders to ensure good community education and awareness exists	• Upgrade Councils App to enhance functions to better engage with community. • Maintain an active Social Media presence to ensure community education and awareness.		COR	• App Upgrade • 52 Facebook Posts	Q4

Key Result Area:	Healthy Community

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
3.09	Residents have access to a range of quality health and emergency services that meet the needs of the lifestyle and are in accordance with community expectations.	• Residents have access to a range of quality health and emergency services in accordance with community expectations o Continue to liaise and brief government and other Health organisations in order to	4100	COR	• 2 briefings a year	Q4

		improve service delivery to Bulloo shire residents.				
		o Continue to support additional clinic in conjunction with the Dept. of Health	4100	COR	• $ Budget expended	Q4
		• Provide support & advocacy for community members accessing Aged Care in home services		COR	• Quarterly	Q1, Q2,Q3,Q4
3.10	Promote healthy lifestyles that include keeping fit and active and involved in physical activities such as walking, cycling and organised sporting activities	• Deliver and actively market programs and activities that encourage healthy lifestyles i.e. Netball, Squash, Bowls, Tennis, Walking Group, Punch Fit, Exercise group, water aerobics, Aqua Group. Learn to swim program	4100	Allan	• 6 programs initiated • 100% complete	Q1, Q2,Q3,Q4
3.11	Members of the community have access to a wide range of active recreational services and infrastructure which reflect the diversity and interest of the community.	• Sport and Rec program meets the needs of local residents and visitors o Deliver Summer & winter sport and recreation programs • Timetables implemented to provide maximum access for the community	4910	Allan	• 100% delivered • 2 Seasonal timetables developed (additional Holiday Timetables) • Number of users recorded daily	Q4
		• Develop sustainable service levels for parks and gardens across the Shire. Including service levels for lawn mowing, garden maintenance.		Allan	• Service levels adopted	Q1,Q2,Q3, Q4
3.12	Programs that support healthy lifestyle are actively pursued and encouraged	• Provide the community with linkages to Primary Health Care Services		COR/ Librarian	• 100% delivered	Q4

Key Result Area:	Effective Disaster Management

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
3.13	Ensure Disaster Management Plan is reviewed and updated annually	• Review Disaster Management Plan annually	4500	GOV	• Updated plan endorsed by LDMG	Q2
3.14	Continue regular Local Disaster Management Group Meetings to maintain communication and co-ordination of emergency service providers.	• Support and coordinate the LDMG	4500	CEO / GOV	• LDMG meet min twice a year	Q4
3.16	Engage with QLD, NSW and SA Governments to better ensure co-ordination of Disaster Management planning and emergency service provision in the border regions	• Meet with Regional DDMG to ensure co-ordination of Disaster Management planning and emergency service provision.		CEO / GOV	• 4 meetings	Q4

4.   Infrastructure and Services

A community with access to a range of services and infrastructure that supports lifecycle needs, health and safety. These services and infrastructure are supported by all levels of government and community organisations.

Key Result Area:	Community Infrastructure

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
4.01	Infrastructure is delivered in accordance with the BSC strategic plan and in a manner that reflects community priorities and standards Annual inspection of playground equipment within the Shire, to ensure compliance with WH&S and public safety	• Carry out an annual inspection/audit on playground equipment to ensure compliance and will include: 　○ Condition rating 　○ Defect 　○ Soft fall compliance. 　○ Shade structures • Update Asset management plans		TOWN	• Audit completed including photographs. • Asset management files completed	Q3
		• Visual inspection carried out on equipment during normal park maintenance with inspections noted and all defects noted along with maintenance requirements		TOWN	• Weekly inspections completed	Q4
	Community hall facilities meet the needs of the community	• Hall hire encouraged through media advertising • Set schedule of fees as part of budgeting process	2310	TOWN	• 2 facebook posts • Fees adopted	Q2 Q4
	Provide sustainable and well maintained facilities that meet committee needs in line with councils budget	• Support community group funding applications for facilities and equipment		GRANTS	• 100%	Q1, Q2,Q3,Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	Grow library services and programs to ensure that the library is a well utilised community hub	• Delivery a library service as per state library agreement and in line with Councils budget	4410	Librarian	• Reporting submitted on time	Q1, Q2,Q3,Q4
		• Grow library programming by 10 per cent	4410	Librarian	• Number of people attending programs • Percentage of repeat attendance • Percentage increase of visitor numbers	
		• Grow collaboration with Primary and Middle School	4410	Librarian	• Number of programs delivered	
		• Continue subscription services	4410	Librarian	• 100% renewals	Q4
		• Playgroup supported	4410	Librarian	• Number of playgroup sessions held	Q4
		• Deliver School Holiday Programs	4410	Librarian	• Number of Holiday programs run	Q2,Q4
	The Walking Tracks are promoted and effectively utilised	• Walking Groups, activities are promoted	4710	VICC	• Number of programs delivered	Q4
	Improve drainage in line with Thargomindah Master Plan	• Implement 3 stages of development. Stage 3 requires funding and is design ready.	6100	TOWN	• Stage 3 funding submission lodged for 2019 – 2020.	
4.02	Infrastructure is maintained and upgraded in accordance with the needs of the community ❖ Maintain and upgrade the current infrastructure in accordance with the needs of the community	• Complete Connectivity Project *(link to 4.2.4)* • Complete W4Q3 Projects o Geothermal Solar Upgrade.		TOWN TOWN	• 100% Complete • 100% Complete •	Q4 **Q4**

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target

		• Complete Drought Communities Programme Funding Projects
		   o 001 Develop Adverse Event Plan
		   o 002 Installation of Fencing at Thargomindah Old Hospital
		   o 003 Construction of Storage Shed at Old Hydro Power Plant
		   o 004 Turfing at Thargomindah Old Jail
		   o 005 Installation of Solar Lights on Thargomindah Tourist Trail
		   o 006 Upgrade Noccundra Sports Ground Kitchen and Power Connections.
		   o 007 Undertake Street Art Projects
		   o 008 Installation of Pool Shade Structure
		   o 009 Thargomindah Secondary Learning Facility Building Upgrade
		   o 010 Hungerford Hall Upgrades *(link to 4.1.06)*
				TOWN	• 100% Complete	Q4

		• Review condition assessments and finalise review of Asset Management Plans to ensure maintenance and renewal allocations are adequate		FIN/TOWN	• Plans updated and adopted by Council	
		• Investigate feasibility of updating Manual Signage to Digital for Community & Roads		ROADS	• Report to Council	
	❖ Provide well maintained and liveable staff housing as part of Employer of Choice options to retain key staff	• Deliver Councils Tenancy Management program in line with Councils policy and agreements • Ensure that a Tenancy maintenance schedule is in place • Ensure that tenancy agreements are up to date and are registered	4120	Dalena	• 100% program delivered • 100% agreements executed • 90% of arrears resolved	Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
		• Manage arrears and notifications for all Council employee tenants to ensure that tenancies are being managed in line with policy and procedures			• Number of notifications	
		• 10 yr Maintenance schedule completed as part of councils long term planning		TOWN	• 10 Year Plan Endorsed	Q4
	❖ Maintain the cemetery reserve in line with community needs and expectations	• Research and determine adequate and sustainable service levels for the Thargo cemetery • Deliver maintenance level in line with Councils budget and agreed service level		TOWN	• Number of service requests completed • Service level determined • Annual Cost Review	Q4
	❖ Maintain good amenity for Thargomindah Main Street including streets, footpath and nature strip including streetscape	• Deliver Councils annual footpath program • Footpaths and nature strips regularly maintained and kept clean and tidy; • Deliver maintenance level in line with Councils budget and agreed service level • Monthly visual inspection of town streets, footpaths and nature strips within the towns of Thargomindah and Hungerford		TOWN	• Footpath program delivered • 12 inspections completed • Service level determined	Q1,Q2,Q3Q4
	❖ Maintain Infrastructure for Hungerford in a manner which reflects community priorities and standards (4.01.06)	• Liaise with DNRM on outstanding land matters in the Hungerford Township		GOV		Q4
		❖ Aerodrome o Make application to resurvey the fenced area of the aerodrome and transfer Reserve Purpose from Racecourse Reserve to Aerodrome Reserve		GOV	• Application lodged	Q4
		❖ Showgrounds o Make application to survey and excise area from Lot 13 H2346 Camping, Water and		GOV	• Application lodged	Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
		Stock Route Reserve to Showground Reserve				
		❖ Cemetery o Make application to survey Cemetery located on Lot 1 H2344 USL and transfer to a Cemetery Reserve		GOV	• Application lodged	Q4
		❖ Road Opening o Road to Showgrounds and Aerodrome to be surveyed on existing alignment and application made to have road opened		GOV	• Application lodged	Q4

		❖ Refuse Tip
		  o Survey area to be excised from Reserve Lot 13 H2346
		  o Survey the existing road assessing the site
		  o Make application to purchase the area as freehold for the Refuse Tip
		  o Make application for Road Opening
				GOV	• Application lodged	Q4

4.03	Review strategic infrastructure planning and periodically review the provision of infrastructure and services	• Review infrastructure and services
		  o Water Supply
		  o Sewerage System
		  o Parks & Gardens
		  o Airport
		  o Community Buildings & Facilities
				TOWN	• 5 reviews	Q4

Key Result Area:	Social Services

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
4.05	Residents across the Shire have access to a range of quality education facilities, aged care and child care services.					
	❖ Maximise educational outcomes for school children in Thargomindah	• School has appropriate staff resources to provide education services in line with community expectations • Provide financial support for 2nd Teacher at Thargomindah State School	2000	CEO	• $ Budget expended	Q2, Q4
		• Provide financial support for distance education teacher and facility • Distance Education Facility has appropriate resources to provide education services in line with community expectations	2000	CEO	• $ Budget expended • Teachers aide in place	Q2, Q4
	❖ Primary and lower secondary education is supported through the Thargomindah school	• Continue to support secondary and primary education outcomes through the library such as homework club	4140	COR	• Number of partnership programs delivered	Q4
	❖ Support community capacity building, social inclusion and connection through the delivery of Councils community grants program	• Deliver Councils community grants program and advertise and coordinate twice yearly in line with budget requirements	4110	GRANTS	• 100% allocated	Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
4.06	Residents across the Shire have access to appropriate telecommunications technologies in accordance with community needs. ❖ Equitable access to appropriate telecommunications technologies in accordance with community needs (4.2.4)	• Advocacy for improved coverage put forward twice a year as part of intergovernmental briefings	2000	GOV	• Number of briefings	Q4
		• Continue to support radio service infrastructure services • Continue to investigate options for re-broadcasting of free to air television.	2330	TOWN	• 100% • Update report to Council	Q4
4.07	Residents across the Shire have access to an equitable health service.	• Continue to liaise and brief government and other Health organisations in order to improve service delivery to Bulloo shire residents..	4100	COR	• 2 briefings a year	Q2, Q4

Key Result Area:	Water Supply

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
4.18	Infrastructure provides a reliable, clean and safe supply for everyone across the region and in accordance with community needs ❖ Ensure all required testing necessary for compliance with State Legislative requirements.	• Testing is carried out in accordance with approved Drinking Water Quality (DWQMP) • Complete and lodge with relevant departments all necessary departments' associated collected data.	6100	TOWN	• DWQMP • Amendments to DWQMP Plan • Drinking Water Quality Management Plan	Q2

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
					(DWQMP) Review and Audit • DWQMP Report for 2018-2019 • SWIM data	
	❖ Provide infrastructure required to supply water to urban and rural residents, industry and business in accordance with community needs	• Upgrade urban water supply: o Connection of bore 2 into town reticulation;	6100	TOWN	• Connection of second bore – Thargomindah;	Q3

4.09	Water management practices support strategic conservation measures including community, industry and business education campaigns to minimise demand
	
	❖ Implement water conservation measures including community, industry and business education campaigns to minimise demand
		• Develop and maintain water management plans for town supplies for Thargomindah and Hungerford to ensure town water consumption is within State allocation by:
		   o Analysis of existing data to ascertain current property consumption.
		   o Continue to install smart meters in Thargomindah (ongoing project)
		   o Continue collection smart meter data.
			6100	TOWN	• Areas of reference for water supply consumption and data collection
					   o Residential
					   o Commercial
					   o Industrial
					
					• 10 Smart Meters Installed
						Q4
						
						Q2

	Carry out service level reviews maximise operational efficiency and cost recovery.	• Carry out review on service levels, Cost effectiveness and deliver a business case.
		   ❖ Thargomindah Airport
		   ❖ Water & Sewerage
		   ❖ Parks & Gardens
		   ❖ Airport Fuelling
			6100	TOWN	• Reviews Completed
					• Business Case completed
						Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
		❖ Waste & Landfill				
4.10	Education campaigns are developed and delivered across the region to support this strategic approach.	• Develop a Water Education Campaign to commence upon completion of Thargomindah community Water Meters installation program.		TOWN	• 1 Campaign	Q2

Key Result Area:	Waste Management

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
4.11	Identify and implement waste management initiatives that mitigate environmental harm. ❖ Maintain and upgrade the current infrastructure associated with the wastewater collection, pumping, treatment and disposal. (4.3.4)	• Review existing policies and procedure and existing	6100	TOWN	• 6 Reviews	Q4
4.12	Continue to provide environmentally sustainable practices through the regional Waste Management Strategy ❖ Provide waste management facilities that meet EPA standards	• Maintain Waste transfer and landfill to EPA standard	4330	TOWN	• 90% Compliance with EPA standards	Q4
		• Ensure licensing requirements are met including reporting and inspection schedule	4330	Dalena	• 2 Reports Complete • 6 monthly inspections (1 with EHO)	Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	❖ Review waste management program and facilities to ensure that they meet EPA standards and needs of the community.	• Ensure current licence in place • Ensure maintenance and operation and transfer of waste are compliant with EPA license requirements. • Incidents are notified to the regulator and remediated in line with their advice	4330	TOWN	• Licence renewed • Monthly inspection of landfill and recycling area within the landfill area • EPA incidents notified	Q1,Q2, Q3,Q4
	❖ Develop a Strategic Plan for Waste for the long term	• Develop a long term Strategic Waste Management Plan 2019 – 2029 to ensure that long term options are in place including adequate management practices and resourcing • Develop a resourcing strategy including cost benefit analysis to support the above.	4330	TOWN	• Strategic review completed • Waste Management Policy/Plan developed • Resourcing Strategy developed in line with Strategic Waste Management Plan	Q3

	Ensure that services and levels are sustainable	• Review current waste collection and street sweeping program and procedures to ensure operational efficiency of existing program and the future needs of the community.
		• Areas of review to include but not limited to the following:
		  o green waste recycling;
		  o white goods, scrap metal recycling;
		  o hours of operation;
		  o land fill site security;
		  o commercial & industrial waste dumping;
		  o disposal of used tyres.
			4330	TOWN	• Business case/position papers developed in relation to Cost associated with disposal of commercial and industrial waste including the cost to council for the removal from site of the following:
					  o glass
					  o whitegoods
					  o tyres
					  o car bodies and scrap steel
						Q3

Key Result Area:	Recreational Facilities

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target

4.14	Provide and promote a range of facilities that can accommodate a diverse range of sport and recreational activities.	• Sport and Rec program meets the needs of local residents and visitors
		    o Deliver Summer & winter sport and recreation programs
		    o Timetables implemented to provide maximum access for the community
		
		 • Provide a sustainable level of recreational infrastructure that meets the needs of the community and is safe. (4.5.5)
		    o Develop sustainable service levels for parks and gardens across the Shire. Including service levels for lawn mowing, garden maintenance.
			4910	Allan
				
				 Allan
					• 100% delivered
					 • 2 Seasonal timetables developed (additional Holiday Timetables)
					 • Number of users recorded daily
					 • Service levels adopted
						Q4
						
						 Q1,Q2,Q3, Q4

4.15	Maximise utilisation of recreation facilities	• Liaise with local sporting clubs and community organisations to promote local events utilising facilities. • Participate in Regional recreational services planning activities in conjunction with Dept. of S & R • Capture data in relation to recreational services utilisation across facilities • Liaise with local and regional sporting groups to identify & promote events & activities including inter-town competitions.	4950 5500	Allan Allan	• Number of events promoted • 3 engagements • 1 licence fee • 2 inter-town competitions promoted	Q1, Q2,Q3 Q1, Q2,Q3,Q4
	Carry out service level reviews maximise operational efficiency and cost recovery.	• Facilitate working group with council and committees/clubs and other stakeholders to ensure sporting and recreational facilities are delivered in a cost effective manner	6100	TOWN	• Working Group formed No of meetings held	Q4

Key Result Area:	Transport

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
4.16	Maintain an efficient and safe networks of roads	• Deliver Councils annual maintenance program • Delivery Councils annual civil works program • Deliver R2R program • Update the ten year road strategy and Roads Link Strategy	5300 5300 3100	ROADS	• Programs delivered 100%	Q4
		• Support State Roads Network maintenance. (TMR, TIDS, RMPC, WRUP) o Deliver the program to TMR requirements	5200 5210	ROADS	• 100% delivery • 95% conformance	Q4
		• Ensure road network recovers from flood events o Deliver approved activated flood program as per DRFA contract	5230	ROADS & ENG	• 100% delivery	Q4
4.17	Provide and maintain aerodrome facilities that accommodate community, business and industry needs	• Increase fuel storage capacity • Source funding for airport fencing upgrade in 2019-20	3100	TOWN	• Federal Grant submitted • Annual budget program adopted	Q2

		• Ensure compliance with CASA requirements
		  o Carry out the inspections of runway prior to arrival and departure of all commercial and RFDS flights.
		  o Conduct a technical inspection annually
		  o Review Councils Airport Manual to ensure compliance requirements are met
			3100	TOWN	• Drive airport runway inspecting for defects and wildlife
					• Annual inspection delivered
					• Manual reviewed
						>900
						
						Q3

4.18	All stakeholders responsible for the delivery of transport infrastructure work in	• Continue to support SWRRTG • Participate in Regional transport planning initiatives	3100	ROADS	• Number of meeting attended	> 80%

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	partnership to plan for and construct an integrated network					
4.21	Continue to explore innovations in technology that support enhanced outcomes e.g. drones, rfid.	• Investigate the purchase of a drone and its practical uses.		TOWN / RUR / ROADS	• 1 report completed	Q2

5. Excellence in Customer Service

A committed and responsive customer services focus that delivers a high level of products and services that meet customers' needs and provide value for money.

Key Result Area:	Product & Service Delivery

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
5.01	Provide efficient and effective product and service delivery through the implementation of the BSC Customer Service Framework	• Develop a Customer Service Framework • Develop a Complaints Management Framework		GOV	• Framework adopted	Q2
5.02	Exploit functionality of Council's hardware and IT network to provide "e" products, services and information electronically to customers	• Maintain an active Social media (Facebook) in accordance with Councils *Website and Social Media Policy (1.07.1)* for delivery of information.	2000	GOV	• Number of social media updates • Increase followers by 15%	Q4
		• Ensure Website is maintained and up to date.	2000	GOV	• Number of updates conducted	Q4

Key Result Area:	Customer Service Culture

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
5.04	Review the Customer Service Charter and associated policies to assist customers build a level of service expectation in line with Council's deliverables	• Maintain customer service charter and standards to ensure responsive	2000	GOV	• Standards reviewed annually • No of complaints	Q4
		• All new administrative staff have customer service induction • Mandatory customer service training every 3yrs	2000	GOV	• Number of staff trained annually • 100% of new staff inducted • 70% of existing staff updated as part of training programs	Q4
5.06	Ensure the organisation is committed to the delivery of consistent and timely services to its customers through quality service standards.	• Provide high quality customer service • Resolute all complaints in accordance with customer service charter and customer service policy o Level of customer service satisfaction measured by annual survey and number of complaints	2000	GOV	• 1 survey conducted • 90% complaints resolved •	Q1, Q2, Q3, Q4

6.   Strong Business Practices

Streamlined business processes, underpinned by the strategic use of technology, and internal structures that match customer and service delivery needs.

Key Result Area:	Information Technology (IT) Systems and Processes

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
6.01	ICT systems are contemporary and are maintained and supported to deliver efficient and responsive business needs.	• Implement ICT Systems and Processes identified in ICT Strategy.	2000	GOV	• Systems and Processes Implemented	Q4

		• Deliver in house hands on practical training for MAGIQ:-
		  o Basic Training to all administrative staff
		  o Advanced Training for all nominated staff
		  o Basic training to be included in induction
			2000	Records Officer	• Training delivered to 100% of nominated staff members	Ongoing

		• Purchase a cloud system for Server backup including MAGIQ	2000	GOV	• System procured	Q2
		• Ensure Plant operations are compliant and efficient and plant activity meets productivity targets				
		o Deliver budgeted plant schedule	2000	TOWN	• 100% delivery	Qrtly
		o 'Ensure plant is serviced in line with Councils capital works schedule	2000	TOWN	• 100% complete	Qrtly
		o Monitor productivity and utilisation returns monthly	2000	TOWN	• Review rates	Qrtly
6.02	Upgrade Council's hardware and IT network	• Maintain hardware and IT networks to meet business needs	2000	GOV	• 100% complete	Q4

Key Result Area:	Procurement

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
6.03	Ensure Councils procurement policy is able to meets council objectives in relation to local stimulus and transparency requirements	• Continue to deliver procurement activities in accordance with Councils (buy local policy) And Promote Council procurement opportunities to local businesses • Review Procurement Policy and Procedure	3500	FIN	• 1x community session held • Reviewed Policy adopted	Q4
	Ensure that a robust local economy is supported through Pre-qualified procurement and local purchasing wherever possible and in line with VFM.	• Review Councils Pre-qualified procurement panel by tender	3500	FIN	• Tender advertised	Q2
		• Review Councils Procurement contracts up for renewal and renew cycle of contacts for effectiveness & VFM.	3500	FIN	• Tender advertised • 2 yr tender endorsed	Q2

Key Result Area:	Service Delivery & Organisational Structure

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
6.05	Support continuing evaluation of organisational structure in line with BSC Strategic Plan.	• Annual renew organisation structure in line with budget • All positions reviewed as they become vacant.		COR	• Organisation structure adopted.	Q4
6.6	Optimise service delivery through increased collaboration with other local Council organisations	• Explore the potential of shared resources for hard to fill positions e.g. engineer • Maintain an establishment list (i.e. permanent employees) for the organisation		COR	• 1 consultation with neighbouring councils	Q4

Key Result Area:	Bulloo 2022

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
6.8	Develop and implement an ongoing community engagement plan with councillors and key staff to ensure that the community's ongoing needs are understood and met and to make amendments to the plan should community needs change	• Develop and implement an ongoing community engagement plan		GOV	• Develop community engagement plan	Q4
		• Review the Corporate Plan and budget in conjunction with community		GOV	• 1 plan delivered	Q4

Key Result Area:	Advocacy

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
6.9	Foster relations with key stakeholder groups, that develop opportunities to partner with outside bodies to deliver benefits and services to the region and maximises government and private sector investment in the region	• SWLGA membership maintained		CEO	• 2 meetings attended	Q4
		• Meetings with ministers & VIPs wherever possible to advance cases.		CEO	• 2 meetings a year	Q4

7.   Our Workforce

A skilled and valued workforce that is motivated to consistently deliver high levels of service in a safe and efficient manner.

Key Result Area:	A Capable, Flexible, Productive and Committed Workforce

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
7.01	Review Human Resource (HR) policies and working conditions to ensure that they remain contemporary to meet the external environment and Council's future needs	• Review HR Policies in accordance with Policy register		COR	• 6 policies reviewed	Q4
7.04	Review Corporate values to develop a culture based on trust, teamwork and personal accountability	• Promote Corporate Value Awareness as part of HR Breakfast and Team Manager meetings • Include as part of Annual Performance Review		COR	• Annual Survey • % of employees with awareness	Q4
7.05	Establish and implement HR strategies to become an employer or choice that promotes a culture of unification, pride, satisfaction, well-being amongst its workforce.	• Continue staff BBQs • Deliver on team building and staff recognition • Quarterly Awards • Deliver Team Leader meetings		COR	• Sessions delivered • 4 award sessions • 4 team leader meetings	Q4

Key Result Area:	Learning & Development

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
7.06	Adopt an annual budget to ensure that there are opportunities for people to learn and develop new skills	• Ensure adequate budget to meet training and development approved in annual appraisal process.		COR / FIN	• Annual budget program adopted	Q4
7.07	Enhance opportunities for people to learn and develop new skills	• Review corporate training matrix to capture training and development as part of annual appraisal system to enhance skill development. • Ensure all staff received annual Code of Conduct training • Create Succession Plan for Workforce	2000	COR	• Training matrix reviewed • 95% of identified training delivered • DITA completed • 1 plan completed	Q4
		• Identify new opportunities and funding sources that can expand Councils employee investment resources	2000	COR	• Number of partnerships/subsidies	Q4
7.08	Provide access to quality professional development initiatives as part of annual appraisal processes for Council staff at all levels ❖ Access to quality professional development initiatives for Council staff at all levels	• Monitor skills matrix to meet needs of workforce and Council initiatives • Record training statistics and review against annual workplan requirements and staff satisfaction survey	2000	COR	• Annual report presented	Q2, Q4
	❖ Roles, accountabilities and decision-making processes are to be clear to enhance organisational efficiency	• Annual Review of Position Descriptions aligned to Council's organisational structure (as part of Annual Performance Review)	2000	CEO/COR	• 100%	Q2

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target

7.09	Ensure that 21st century skills are massaged into existing programs.	• Complete gap analysis, in aim to identify key areas for Council to work on that will benefit existing projects/practices.
		  • Meeting with department managers for projects that could be improved/automated
		  • Assess how to increase technologically based practices and teach employees
				COR	• 6 Meetings
					• 1 assessment
						Q3

Key Result Area:	Workplace Health & Safety

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
7.10	Continue to support and monitor BSC safety system	• Continue to update & monitor Safety Management System		WHSO	• 12 updates	Q4
7.11	Continue to monitor and enhance workplace health and safety practices and programs and benchmark against external organisations and best practice	• Support Workplace Health & Safety meetings	2000	WHSO	• >8 meetings held	Q4
		• Senior staff actively participate in the development and implementation of annual workplace safety plan	2000	WHSO	• 95% of all MAPS complete each quarter	Q1,Q2, Q3,Q4
		• BSC safety System maintained at 70% compliance	2000	WHSO	• BSC system working well and reaching minimum standard of 70%	Q4
		• WHS Management System Plan reviewed annually and 5 top WHS risks identified for each 12 month period of the plan.		WHSO	• 5 key risks identified	Q1
7.12	Develop a safety culture based on trust, teamwork and personal accountability	• Implement safety changes where officers are responsible for certain tasks.		COR	• 12 tasks	Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target

7.13	Ensure the organisation and Council are well informed about our progress and performance	• Update Council on progress through:
		  o WHS Meetings
		  o Cascade Reports
					• 6 Meetings
					• 6 Cascade Reports
						Q4

Key Result Area:	Leadership & Management

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
7.14	Implement and support effective leadership and management programs	• Support staff in undertake leadership and management programs	2000	CEO	• 100%	Q4
7.15	Enhance leadership capability through improved relationship behaviour	• Enhance leadership capability through improved relationship behaviour o Continue to support effective leadership and management practices through ongoing professional development opportunities; facilitating, training and coaching.	2000	CEO	• 4 Leaders workshops conducted	Q4
		o Leadership development is picked up as part of Managers annual appraisals.	2000	CEO	• 100% annual appraisal	Q2
		o Managers performance is tracked quarterly incorporating leadership and management objectives in line with councils operational and corporate plan	2000	CEO	• 4 meetings per manager per year	Q4
7.16	Drive and promote Councils Recognition Strategy	• Manage a corporate recognition strategy	2000	COR	• Budget expended	Q4

Key Result Area:	HR Systems & Practices

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
7.17	Review processes and practices to support effective delivery of HR Services	• Develop processes and practices to support effective delivery of HR Services **(** o Review and Maintain current workforce plan	2000	COR	• Plan adopted	Q4
		o Oversee WHS delivery and compliance	2000	COR	• WHS safe plan in place and at 70%	Q4
		o Maintain Human Resources Team to ▪ act as sounding board ▪ be a source of knowledge o survey, monitor and measure staff satisfaction	2000	COR	• Develop suite of engagement techniques and tools to 'stay in touch' • Annual survey completed	Q4
		o Identify and adopt technology that supports efficiencies in operations		COR	• Annual proposal submitted	Q4
		• Develop a framework for encouragement of innovation, creativity and continuous improvement o Maintain a performance appraisal and development system that encourages staff participation and performance.		All managers	• Performance reviews complete	Q2
7.18	Review and monitor HR practices to ensure alignment with corporate and business planning outcomes	• Review and monitor HR practices to ensure alignment with corporate and business planning outcomes o Continue to monitor existing policies to comply with employment legislation	2000	COR	• All HR policies comply with current workplace legislation	100%

Key Result Area:	Accountability and Performance

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
7.19	Roles, accountabilities and decision-making processes are to be clear to enhance organisational efficiency as part of position descriptions	• Roles, accountabilities and decision-making processes are to be clear to enhance organisational efficiency as part of position descriptions o Councils annual appraisal program is delivered	2000	COR	• 100%	100%
7.20	Develop a workforce plan to capture key personnel and competencies	• Update the Workforce Plan		COR	• 1 Plan adopted	Q2
7.21	Implement strategies that support knowledge retention arising from staff turnover					
7.22	Value the importance of local knowledge and experience of our employees in providing optimum service delivery.					
7.23	Align people, processes and systems to meet current and future business needs.					

8. Asset Management

Maintain strong asset management practices that ensure Council maximises the economic value of its assets over their total life cycle

Key Result Area:	Efficient Asset Management

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
8.01	Review strategic asset management plans covering all nominated asset types to ensure they are effective and used. • Develop strategic asset management plans covering all nominated asset types	• Finalise all condition reporting as part of asset management plans • Source funding to update plans	2000	FIN	• Plans updated • Grant submissions lodged	Q4
	• Implement an integrated asset management system into Council's operational processes	• Review and Investigate assets in line with new valuation information • Position paper developed for restoration, useful lives and impairment	2000	FIN	• Position Papers submitted	Q4
		• Review Asset Disposal Policy • Develop an Asset Disposal/Demolition strategy in relation to the consolidation of assets to support long term financial sustainability	2000	FIN	• Asset Disposal Policy reviewed • Asset disposal strategy drafted	Q4
		• Review financial position and long term outlook based on updated valuations (asset sustainability ratio) • Ensure councils financial system has appropriately recorded valuations for depreciation and balance sheet to maximise compliance	2000	FIN	• Long Term Financial Plan updated • Asset PCS file updated • Asset Sustainability Ratio reviewed	Q4

| 8.02 | Utilise AMP's annually as part of budget development | • Review & Update Asset Plans to Assist in Capital Budgets | | FM | • 1 review | Q4 |
| 8.03 | Identify and work towards asset management maturity in decision making | • Review of asset management policy. | | FM | • 1 review | Q4 |

9. Governance and Financial Management

Employ strong corporate governance and continue to manage finances in a responsible and sustainable manner.

Key Result Area:	Corporate Governance

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
9.01	Strengthen Council's existing corporate governance framework, focusing on such areas as internal controls, risk management and business continuity.	• Review Business Continuity Plan for changes • Develop BCP Sub Procedures/Processes	2000	CEO/GOV	BCP reviewed and adopted	Q2
		• Ensure all LGAQ governance checklists are met	2000	GOV	• Checklists completed annually in line with all relevant legislation	Q1 ongoing
		• Ensure Bulloo Shire Policies and Procedures are reviewed and up to date	2000	GOV	• Review Polices • Review Procedures	Q4
		• Ensure adequate insurance policies are in place 　　o Undertake comprehensive review of asset schedules for insurance values • Maintain an Insurance Claims Register	2000	GOV	• 100% delivered • Register developed	Q2
		• Finalise all waterpoint agreement with landholders as part of Risk Management		RUR	• Complete Project	Q4
	• Develop and implement an ongoing community engagement plan to ensure that the community's ongoing needs are understood and met	• Review Corporate Plan annually as part of budget process	2000	CEO/GOV	• Review completed	Q3
		• Community Engagement is active and consultations are held regularly	2000	CEO/GOV	• Number of consultations held	Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	• Ensure Council decision making represents good Governance	• Elected Members sign all relevant documentation in relation to council meetings	2000	CEO/GOV	• 100% attendance sheets signed • Contact details updated annually	Q1 – Q4
		• Elected Members maintain disclosure requirements through electoral donations, register of interest, related party registers and MPI and COI registers.	2000	CEO/GOV	• Registers up to date • Register of interest declarations received monthly • MPI and COI recorded as part of minutes • Related party registers updated annually	Q2 Q4
		• Elected Members undergo regular training as part of their role	2000	CEO/GOV	• $ expended	Q4
		• Review Elected Members Code of Conduct in line with legislative changes • Review Model Meeting Procedure & Standing Orders for Council Meetings	2000	CEO/GOV	• EM Code of conduct adopted • Protocol in place	Q1
		• Council agendas meet the publication timeframe • Council Ordinary and Special meetings are minuted	2000	CEO/GOV	• 100% timeframe met • 12 monthly minutes published	Q1 – Q4
		• Annual budget consultation held with public	2000	CEO/GOV	• Budget consultation held	Q4
		• Annual budget workshop and special meeting are held in line with LG Act and regulations	2000	CEO/GOV	• Special meeting date	Q4
9.02	Continue to implement an annual internal audit work plan which focuses on internal controls to ensure compliance with legislation	• Adopt an Internal Audit Plan • Review Quarterly at Audit Meeting	2000	GOV	• Adopt Plan	Q1

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
9.03	Complete and implement a risk management framework and register as part of standard operating procedures	• Continued review and development of Council's Risk Management Plan and Framework including risk register	2000	CEO/GOV	• Risk Management process implemented	Q1
9.05	Develop and implement a fraud and corruption framework	• Review Fraud Management Policy annually	2000	GOV	• Review complete & adopted	Q1/Q4
		• Review Fraud & Corruption Control Plan	2000	GOV	• Review complete • Plan adopted • Plan Implemented	Q1
		• Implement Fraud Risk Assessment Procedure o Policy, Control Plan, Fraud Risk Assessment Procedure available in MAGIQ	2000	GOV	• 100% complete	Q1
		• Maintain Fraud & Corruption / Losses Register	2000	GOV	• Register updated	Ongoing

Key Result Area:	Financial Management

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
9.06	Review council's key financial policies annually.	• Review investment policy • Review Revenue policy • Review Debt Recovery policy	3300	FIN	• 3 Policy reviews	Q4

		• Council maintains borrowing levels in line with its debt policy and maximises its own interest revenue
		  o Review debt policy annually
		  o Review councils position on debt management quarterly
		  o Comply with QTC financial tool requirements
		  o Conduct financial sustainability review in November
			3300	FIN	• Debt Policy reviewed
					• Monthly update on QTC loans and investments
					1 Fin Review report delivered
						Q4

9.07	Manage an efficient and compliant procurement function supporting organisational performance	• Review procurement policy annually • Continue to support local pre-qualified program	3500	FIN	• Procurement policy reviewed • Prequalified program in place	Q4
		• Review large scale purchases for compliance • Review the tender project plan and review Councils current template procurement process in line with LG regulations	3500	FIN	• Tender project plan delivered • Procurement template reviewed	Q4
		• Conduct related parties test in line with council policy		FIN	• Annual test	Q3
9.08	Ensure that the level of capital expenditure and borrowings will result in a financial position that demonstrates long term financial sustainability	• Maintain long-term financial plan in line with QTC model as part of monthly decision making and budget development process	3400	FIN	• Plan reviewed by Council	Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
9.09	Undertake financial planning and modelling to ensure long-term financial sustainability	• Develop alternative differential rating strategies. • Annual public consultation/engagement as part of budget	3100	FIN	• Strategy adopted by Council • 1 public session held	Q4
9.10	Adopt and review councils long term financial plan annually as part of budget development	• Council meets its internal revenue source needs through a balanced and equitable approach to the levy of rates and charges o Implement annual budgeting processes including forecasting and analysis o Carry out a Revenue Audit	3100	FIN	• Annual budget delivered • Audit Complete	Q4
9.11	Minimise Councils financial risk while acknowledging the requirements of our communities.	• Council maximises external opportunities for external grants which are in line with corporate aim o Maintain revenue officer position in grant writing o Develop unfunded project and spade ready program schedule o Actively submit to relevant grant rounds	3200	FIN / GRANTS	• Number of grants submitted	Q2,Q4

Key Result Area:	Business Planning Framework

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
9.14	Review Council's measurement and reporting framework to achieve the corporate goals and objectives	• Corporate Plan reviewed annually by Council and senior staff	2000	CEO	• Annual workshop	Q4
		• Quarterly Operational plans reported to Council	2000	All Managers	• Quarterly reporting	Q1 – Q4

	Q4	• Quarterly budget revisions to be presented to Council		FIN	• 3 Reviews complete	Q4
		• Maintain Council's corporate website with all legislative requirements ○ Conduct annual compliance check	2000	CEO/GOV	• Website 100% compliant	Q1,Q2, Q3,Q4