



Bulloo
Shire

Budget 2020-21



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Bulloo Shire Council
2020-21 Budget

Mayors Message

Council's budget for the 2020-21 year is a sound and sensible budget. It is the first Budget of the Council elected on 28 March 2020. It does not over extend Council's capability. It does show a sustainable approach to the future by dealing with our current financial issues and trying not to reduce our operating capability. The budget, as always, keeps pace with the current cost of doing business. To not have an increase is irresponsible, as any reduction in capability now, will only have to be made up in the future at twice the rate of increase.

For that reason, we have had a 3% increase in our general rate with a 4% increase in our services such as water, sewerage and waste. The services increase is based on real cost of those operations. The rate increase is generally in line with CPI. Because of our low rate base and small number of rate payers, any significant increase in our rate percentage does not gain us a great deal of advantage to increase our capital works.

I must thank the Oil and Gas Industry, who supplement our income considerably with their activities. It is that proportion of rates that allows us to help the school, and the clinic and provide for those things that make our life bearable out here.

As an idea of cost, the rates we collect do not cover our wages bill for the year. So we are again grateful for the grants that we receive from the Federal and State governments to carry out our administration and some of our large and small capital works.

The COVID-19 global pandemic has undoubtedly had a significant impact on local business, in all parts of Australia and the world. This year's Budget responds to the impacts of COVID-19 (both economically and socially) and balances community expectations with financial sustainability.

Apart from Plant purchases to the extent of \$2 million, Council will be spending, \$10.3 Million dollars on roads with a combination of Grant and revenue funds.

Council has made application for grant funding to enable construction to commence on additional units and a recreation area for an Aged Care Facility. This is all about keeping our people in town and providing the opportunity to help them stay amongst family and friends as we all grow older. This project will form part of the existing complex in Sams Street.

Another \$625,000 in TIDS has been allocated to extend the seal on the Quilpie road to continue closing the missing links and an additional \$525,000 will be spent on Kerb and Channelling and reseals of street intersections in Thargomindah.

As is the case with the budgets of other local governments and governments at present, this is a deficit budget, but we believe it is the right budget for 2020-21, showing a sensible approach to development. Council will continue to work with local business and contractors to stimulate the economy, providing support, work and jobs as funding programs are rolled out.

Along with my fellow Councillors, Councillors Shirley Girdler, Vaughan Collins, Glyn Dare and Stewart Morton, I am proud to deliver this budget for 2020-21 for the betterment of Bulloo Shire, both now and in the future.

Cr John Ferguson
Mayor

16 June 2020

Budget Influences & Principles

In preparing the budget, it has been necessary to consider a number of internal and external influences that are likely to significantly impact on the services delivered by Council during the budget period. Accordingly, it has been necessary to make some assumptions about the internal and external environment within which Council operates.

The following section outlines the main assumptions made: -

External Factors

Inflation

In the medium to long term Council tries to keep the level of rates in line with the level of inflation as it applies to Council's costs. The long-term trend, based on the Local Government Inflation Index, is approximately 3%, and this has been factored into Council's long term sustainability forecast. The rate increase for 2020-21 has been held at the same level, with longer term rate projections based on a 3% increase.

Interest Rates

Interest rates on money invested by Council are taken at 0.79% which is the rate currently received on our deposits with Queensland Treasury Corporation (QTC).

As Council paid out all 3 loans no interest rates.

Flood Damage

The area is subject to flooding in previous years and this has a substantial effect on the Council's financial performance and the cost of provision of most of its services. Overall, a major flood event has three impacts on the Council. Firstly, there is a significant loss of assets, which appears as a cost in the Council's accounts. Secondly, the Council rebuilds the affected assets, either with its own workforce or, where that is not feasible, with contractors. Thirdly, the State and Commonwealth Governments provide funding to pay for a substantial element of the cost of rebuilding, if submission for funding is approved.

The financial effect of these events is complex, and the timing (together with the requirements of the Accounting Standards) means that expenditure in respect of a flood event is not normally matched with the income from the grant in the same financial year.

Because the timing and size of flood events cannot be predicted, such events occurring in the future have not been included in the financial projections.

Government Funding

For many years the State and Federal Governments have provided substantial funding, by way of grants, to local governments, either as general funding for operations, as specific funding for particular activities, as capital funding for the construction of assets, or for the restoration of assets damaged in major natural disasters. Council is dependent on this funding to support the provision of services to its community and visitors to the area. In preparing this budget, it has been assumed that this funding will only continue where a specific or general commitment by government has been made. In all other cases, no assumptions have been made regarding Council's entitlement to either the continuation of such funding, or for new funding.

Accordingly, the costs of any activities that rely on such funding are not included.

Budget Principles

The budget also takes into account the following principles:

1. The underlying operating result must ensure Council's long-term sustainability
2. All strategies contained within the Corporate and Operational Plans for the year must be funded in the budget.
3. Rate revenue will be levied in accordance with Council's Revenue Policy and Statement
4. Spending and rating policies must be consistent with a reasonable degree of stability in the level of the rates burden.
5. Council must have regard to the effect on future generations of decisions made.
6. Staffing levels should be sufficient to achieve the outcomes in the operational plan.
7. Long-term assets should be managed to maximise community benefit.
8. Existing fees and charges should be increased in line with market forces.
9. New revenue sources should be identified wherever possible.
10. New initiatives or new employee proposals should be justified.
11. Council recognises that government grants are a crucial element of financial sustainability.
12. The balance of 2019-20 projects that were not completed by 30 June 2020 should be considered for inclusion in the 2020-2021 budget.
13. Council's budget must take into account all of Council's other strategic plans.
14. Financial risks faced by Council must be managed having regard to economic circumstances.

Financial Management Strategy

By maintaining the retained surplus under the model of financial budgeting and reporting which separates capital and operating performance and position, Council ensures that it has, in the long term, sufficient funds from available sources to meet its operating and capital requirements.

In the current budget year 2020-21, Council forecasts a Negative Operating Result. The future projections indicate a small cumulative operating surplus at the end of the ten years of the sustainability forecast. Providing Council can maintain its budgetary constraint, it will be in a strong financial position throughout that period, with sufficient positive cash flow to maintain its asset base, and provide community expectations in respect of the range and quality of its services. Council constantly reviews its programmes with a view to eliminating unnecessary costs, and looking for opportunities to increase its revenue streams.

It is reasonable to anticipate that additional funding may become available, which would allow Council to spend additional amounts on asset replacement, or appropriate new facilities. Where realistic opportunities arise, these would be included in future budget revisions.

An important aspect of our financial management and operational strategy, is to improve the way in which our roads are constructed, so that the annualised cost is minimised. In view of the reduced funding available for roads projects, Council adopts a strategy of high-level maintenance of essential roads and a reduced, but sufficient service level for minor roads.

As can be seen from the sustainability forecast, Council intends to fully fund its depreciation, with the resulting funds available for reinvesting in assets.

Bulloo Shire Council
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Ten Year Financial Forecast

BULLOO SHIRE COUNCIL Ten Year Financial Forecast Operating Statement For the Years ended 30 June 2020 - 2032														
	Actual 19/20	Amended 19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Operating Revenue														
Rates and Utility Charges	5,122,887	5,157,795	5,275,140	5,328,674	5,486,221	5,650,356	5,818,654	5,991,997	6,170,535	6,360,172	6,545,842	6,737,250	6,939,368	7,147,549
Less: Discount Allowed	(147,898)	(146,803)	(149,598)	(149,806)	(154,298)	(158,925)	(163,691)	(168,600)	(173,657)	(178,875)	(184,235)	(189,765)	(195,458)	(201,322)
Total	4,974,989	5,010,992	5,125,542	5,178,868	5,331,923	5,491,431	5,654,963	5,823,397	5,996,878	6,181,297	6,361,607	6,547,485	6,743,910	6,946,227
Fees and Charges	127,921	121,860	72,921	73,469	73,818	81,359	72,929	74,300	74,789	72,650	72,680	92,450	95,224	98,080
Interest	225,426	277,960	244,680	266,150	282,550	286,540	316,470	326,570	339,480	286,920	286,420	305,970	315,149	324,604
Rental Income	311,534	301,540	305,040	335,340	340,740	347,940	357,800	356,600	359,600	363,200	362,200	365,200	376,156	387,441
Recoverable Works	3,096,738	3,185,018	2,244,200	2,687,000	2,277,000	2,302,000	2,354,394	2,434,066	2,494,028	2,512,000	2,542,000	2,562,000	2,638,860	2,718,026
Other Income	99,455	230,486	39,050	114,050	108,050	118,050	118,050	122,050	127,050	127,050	125,050	121,450	125,094	128,846
Gain on Sale of Developed Land	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies	7,497,071	6,990,623	7,285,100	7,365,180	7,391,680	7,454,500	7,566,844	7,695,938	7,826,660	7,979,610	8,125,610	8,286,610	8,535,208	8,791,265
Total Operating Revenues	16,333,134	16,118,479	15,316,533	16,020,057	15,805,761	16,081,820	16,441,450	16,832,921	17,218,485	17,522,727	17,875,567	18,281,165	18,829,600	19,394,488
Operating Expenditure														
Administration and Governance	3,110,854	3,903,756	3,671,177	3,804,987	3,856,243	3,911,649	3,980,619	4,092,313	4,182,026	4,244,940	4,311,500	4,383,440	4,514,943	4,650,391
Corporate Services Costs	1,164,314	1,915,571	1,576,212	1,725,614	1,623,902	1,623,701	1,660,597	1,690,877	1,704,903	1,899,420	1,880,620	1,956,020	2,014,701	2,075,142
Town Services	3,573,095	3,835,830	3,434,675	3,493,888	3,533,256	3,573,693	3,594,001	3,660,103	3,706,235	3,765,375	3,772,800	3,850,230	3,965,737	4,084,709
Recoverable Works Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Plant Operating Costs	(1,156,069)	(1,182,000)	(1,247,000)	(1,217,000)	(1,257,000)	(1,155,000)	(1,335,000)	(1,323,000)	(1,363,000)	(1,396,000)	(1,376,000)	(1,453,000)	(1,496,590)	(1,541,488)
Rural Services	383,197	510,948	691,015	675,988	677,398	692,850	697,195	716,231	720,768	739,300	741,400	756,500	779,195	802,571
Finance Costs	140,057	223,452	7,230	10,430	(29,370)	(28,670)	(29,327)	(28,098)	(27,862)	(31,570)	(31,570)	(13,570)	(13,570)	(31,570)
Depreciation	5,345,279	5,518,600	5,894,237	5,921,110	5,940,380	5,956,000	5,958,790	5,977,850	6,006,970	6,008,740	6,020,670	6,042,270	6,039,270	6,039,270
Road Services	3,040,944	3,078,140	2,444,683	2,749,000	2,279,000	2,290,000	2,298,094	2,519,902	2,591,789	2,428,000	2,429,000	2,436,000	2,509,080	2,584,352
Total Operating Expenses	15,601,671	17,804,297	16,472,229	17,164,017	16,623,809	16,864,223	16,824,969	17,306,178	17,521,829	17,658,205	17,748,420	17,957,890	18,312,766	18,663,378
Operating Result	731,463	(1,685,818)	(1,155,696)	(1,143,960)	(818,048)	(782,403)	(383,519)	(473,257)	(303,344)	(135,478)	127,147	323,275	516,834	731,110
Capital items														
Sale of Non-Current Assets	(1,360)	-	-	(100,000)	(150,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Flood Damaged Road Write Off	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Grants, and Subsidies	2,707,254	3,001,245	1,773,382	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000
Gain/(Loss) on Revauation & Impairment of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INCREASE IN OPERATING CAPABILITY	3,437,357	1,315,427	617,686	105,040	380,952	366,597	765,481	675,743	845,656	1,013,522	1,276,147	1,472,275	1,665,834	1,880,110

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				BULLOO SHIRE COUNCIL Budgeted Financial Position For the Years ended 30 June 2020 - 2032													
		Actual 19/20	Amended 19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32		
Current Assets																	
Cash and Equivalents		19,472,913	17,037,919	17,337,919	16,606,874	15,853,898	15,078,333	15,877,165	16,699,962	17,547,443	18,216,453	14,702,781	14,542,472	14,475,603	14,475,603		
Trade Receivables		1,139,967	1,104,280	1,176,693	1,260,978	1,307,191	1,375,390	1,445,635	1,458,381	1,466,209	1,525,039	1,015,225	1,015,225	1,015,225	1,015,225		
Inventories		562,153	414,508	414,508	414,508	414,508	414,508	414,508	414,508	414,508	414,508	311,080	311,080	311,080	311,080		
Other Current Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Current Assets		21,175,033	18,556,707	18,929,120	18,282,360	17,575,597	16,868,231	17,737,308	18,572,851	19,428,160	20,156,000	16,029,086	15,868,777	15,801,908	15,801,908		
Non-Current Assets																	
Receivables		344,360	547,586	477,586	407,586	57,586	57,586	57,586	57,586	57,586	57,586	57,586	57,586	263,612	263,612		
Property, Plant and		192,714,038	209,605,572	217,254,601	224,745,346	232,444,226	238,391,158	244,576,498	245,207,398	245,688,978	247,117,071	242,527,103	245,045,073	259,080,440	263,404,081		
Total Non-Current Assets		193,058,398	210,153,158	217,732,187	225,152,932	232,501,812	238,448,744	244,634,084	245,264,984	245,746,564	247,174,657	242,584,689	245,102,659	259,344,052	263,667,693		
TOTAL ASSETS		214,233,431	228,709,865	236,661,307	243,435,292	250,077,409	255,316,975	262,371,392	263,837,835	265,174,724	267,330,657	258,613,775	260,971,436	275,145,960	279,469,601		
Current Liabilities																	
Trade and Other Payables		691,345	980,050	995,191	1,010,786	1,026,849	1,043,394	1,058,922	1,076,474	1,094,553	1,108,825	712,957	734,346	734,346	734,346		
Interest Bearing Liabilities		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Provisions		580,633	549,855	553,970	558,208	562,573	567,069	571,700	576,470	581,383	585,262	363,820	374,735	374,735	374,735		
Total Current Liabilities		1,271,978	1,529,905	1,549,161	1,568,994	1,589,422	1,610,463	1,630,622	1,652,944	1,675,936	1,694,087	1,076,777	1,109,081	1,109,081	1,109,081		
Non-Current Liabilities																	
Trade and Other Payables		-	-	7,317	14,854	22,617	30,613	38,849	47,332	56,069	62,966	208,856	215,122	215,122	215,122		
Interest Bearing Liabilities		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Provisions		98,763	98,763	110,931	123,464	136,373	149,669	163,364	177,470	191,999	203,469	348,558	359,015	359,015	359,015		
Total Non-Current Liabilities		98,763	98,763	118,248	138,318	158,990	180,282	202,213	224,802	248,068	266,435	557,414	574,137	574,137	574,137		
TOTAL LIABILITIES		1,370,741	1,628,668	1,667,409	1,707,312	1,748,412	1,790,745	1,832,835	1,877,746	1,924,004	1,960,522	1,634,191	1,683,218.0	1,683,218.0	1,683,218.0		
NET COMMUNITY ASSETS		212,862,690	227,081,197	234,993,898	241,727,980	248,328,997	253,526,230	260,538,557	261,960,089	263,250,720	265,370,135	256,979,584	259,288,218	273,462,742	277,786,383		
Community Equity																	
Retained Surplus		125,641,699	127,192,336	135,015,911	131,394,422	127,637,469	128,304,576	129,324,468	130,283,250	131,373,881	132,543,096	134,074,211	135,593,526	139,661,332	143,851,172		
Asset Revaluation Reserve		87,220,991	99,888,861	99,977,987	110,333,558	120,691,528	125,221,654	131,214,089	131,676,839	131,876,839	132,827,039	133,215,742	133,667,742	133,801,410	133,935,211		
TOTAL COMMUNITY EQUITY		212,862,690	227,081,197	234,993,898	241,727,980	248,328,997	253,526,230	260,538,557	261,960,089	263,250,720	265,370,135	267,289,953	269,261,268	273,462,742	277,786,383		
Capital Exdpenditure				8,132,340	5,456,020	5,506,620	5,558,738	6,151,695	6,146,000	6,288,550	6,486,633	6,667,060	7,145,363	7,212,354	7,843,741		
Unfunded Depreciation		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Loan Repayment										-	-	-	-	-	-		
General Revenue for Capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Target	19/20		20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32		
Working Capital Ratios	>1.1	12.13		12.22	11.65	11.06	10.47	10.88	11.24	11.59	11.90	14.89	14.31	14.25	14.25		
Operating Surplus	0-15%	0.91%		0.93%	0.93%	0.95%	0.95%	0.98%	0.97%	0.98%	0.99%	1.01%	1.02%	1.03%	1.04%		
Net Financial Liabilities	<60%	0.53%		0.62%	0.76%	0.90%	1.07%	1.14%	1.21%	1.28%	1.32%	3.48%	3.62%	3.63%	3.63%		
Asset Sustainability	>90%	0.00%		137.97%	92.15%	92.70%	93.33%	103.24%	102.81%	104.69%	107.95%	110.74%	118.26%	119.42%	129.88%		

Bulloo Shire Council
2020-21 Budget

BULLOO SHIRE COUNCIL														
Budgeted Cash Flows Statement														
For the Years ended 30 June 2020 - 2032														
	Actual 19/20	Amended 19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Cash flows from operating activities														
Receipts from customers	8,396,602	8,548,776	7,408,320	7,968,122	7,663,598	7,923,651	8,129,081	8,439,057	8,682,907	8,832,157	9,147,094	9,537,645	9,010,232	9,110,232
Payments to suppliers and employees	(10,746,240)	(12,208,027)	(10,527,221)	(11,188,974)	(10,628,299)	(10,851,860)	(10,810,059)	(11,267,387)	(11,451,571)	(11,596,917)	(11,975,202)	(11,863,072)	(12,210,033)	(12,210,033)
	(2,349,638)	(3,659,251)	(3,118,901)	(3,220,852)	(2,964,701)	(2,928,209)	(2,680,978)	(2,828,330)	(2,768,664)	(2,764,760)	(2,828,108)	(2,325,427)	(3,199,801)	(3,099,801)
Interest Received	225,359	277,910	244,630	266,150	282,550	286,540	316,470	326,570	339,480	286,920	286,420	305,970	315,149	324,604
Rental Income	310,961	301,140	304,040	335,340	340,740	347,940	357,800	356,600	359,600	363,200	362,200	365,200	376,156	387,441
Non-capital grants and contributions	7,497,071	6,990,623	7,285,100	7,365,180	7,391,680	7,454,500	7,566,844	7,695,938	7,826,660	7,979,610	8,125,610	8,286,610	8,535,208	8,791,265
Other Receipts														
Borrowing costs	(69,655)	(77,640)	(10,000)							-	-	-	-	-
Other payments														
Net cash inflow (outflow) from operating activities	5,614,098	3,832,782	4,704,869	4,745,818	5,050,269	5,160,771	5,560,136	5,550,778	5,757,076	5,864,970	5,946,122	6,632,353	6,026,712	6,403,508
Cash flows from investing activities														
Payments for property, plant and equipment	(7,501,283)	(10,343,090)	(13,454,140)	(5,456,020)	(5,506,620)	(5,558,738)	(6,151,695)	(6,146,000)	(6,288,550)	(6,486,633)	(6,667,060)	(7,145,363)	(7,212,354)	(7,843,741)
Proceeds from sale of property, plant and equipment	1,800,673	28,000	70,000	430,000	150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Grants, subsidies, contributions and donations	2,707,254	3,001,245	1,773,382	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,229,874
Net cash inflow (outflow) from investing activities	(2,993,356)	(7,313,845)	(11,610,758)	(3,677,020)	(4,007,620)	(4,009,738)	(4,602,695)	(4,597,000)	(4,739,550)	(4,937,633)	(5,118,060)	(5,596,363)	(5,663,354)	(6,413,867)
Cash flows from financing activities														
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(2,484,488)	(2,484,488)												
Net cash inflow (outflow) from financing activities	(2,484,488)	(2,484,488)	-	-	-	-	-	-	-	-	-	-	-	-
Net increase (decrease) in cash held	136,254	(5,965,551)	(6,905,889)	1,068,798	1,042,649	1,151,033	957,441	953,778	1,017,526	927,337	828,062	1,035,990	363,358	(10,359)
Cash at beginning of reporting period	19,337,918	19,337,919	19,474,172	12,568,283	13,637,081	14,679,730	15,830,763	16,788,204	17,741,982	18,759,508	19,686,845	20,514,907	21,550,897	21,914,255
Cash at end of reporting period	19,474,172	13,372,368	12,568,283	13,637,081	14,679,730	15,830,763	16,788,204	17,741,982	18,759,508	19,686,845	20,514,907	21,550,897	21,914,255	21,903,896

**Bulloo Shire Council
2020-21 Budget**

BULLOO SHIRE COUNCIL														
Budgeted Statement of Changes in Equity														
For the Years ended 30 June 2020 - 2032														
	Actual 19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Asset Revaluation Reserve														
Opening Balance	80,913,444	87,220,991	99,977,987	110,333,558	120,691,528	125,221,654	131,214,089	131,676,839	131,876,839	132,827,039	133,215,742	133,667,742	133,801,410	
Increase in Year	6,307,547	12,667,870	10,355,571	10,357,970	4,530,126	5,992,435	462,750	200,000	950,200	388,703	452,000	133,668		
Closing Balance	87,220,991	99,977,987	110,333,558	120,691,528	125,221,654	131,214,089	131,676,839	131,876,839	132,827,039	133,215,742	133,667,742	133,801,410	133,801,410	
Accumulated Surplus														
Opening Balance	122,204,343	125,641,700	126,259,386	126,364,426	126,745,378	127,111,975	127,877,456	128,553,199	129,398,855	130,412,377	131,688,524	133,160,799	134,826,633	
Surplus/(Deficit) for the year	3,437,357	617,686	105,040	380,952	366,597	765,481	675,743	845,656	1,013,522	1,276,147	1,472,275	1,665,834	1,880,110	
Closing Balance	125,641,700	126,259,386	126,364,426	126,745,378	127,111,975	127,877,456	128,553,199	129,398,855	130,412,377	131,688,524	133,160,799	134,826,633	136,706,745	
TOTAL	212,862,691	226,237,373	236,697,984	247,436,906	252,333,629	259,091,545	260,230,038	261,275,694	263,239,416	264,904,266	266,828,541	268,628,043	270,508,154	
TOTAL EQUITY														
Opening Balance	203,117,787	212,862,691	226,237,373	236,697,984	247,436,906	252,333,629	259,091,545	260,230,038	261,275,694	263,239,416	264,904,266	266,828,541	268,628,043	
Surplus/(Deficit) for the year	3,437,357	617,686	105,040	380,952	366,597	765,481	675,743	845,656	1,013,522	1,276,147	1,472,275	1,665,834	1,880,111	
Inc/(Dec) Capital	6,307,547	12,667,870	10,355,571	10,357,970	4,530,126	5,992,435	462,750	200,000	950,200	388,703	452,000	133,668	0	
Total Increase Income	9,744,904	13,285,556	10,460,611	10,738,922	4,896,723	6,757,916	1,138,493	1,045,656	1,963,722	1,664,850	1,924,275	1,799,502	1,880,111	
Closing Balance	212,862,691	226,148,247	236,697,984	247,436,906	252,333,629	259,091,545	260,230,038	261,275,694	263,239,416	264,904,266	266,828,541	268,628,043	270,508,154	

**Bulloo Shire Council
2018-19 Budget**

BULLOO SHIRE COUNCIL														
Ten Year Financial Forecast														
Operating Statement														
For the Years Ended 30 June 2018 - 2030														
	Actual 19/20	Amended 19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Operating Revenue														
Rates and Utility Charges	5,122,887	5,157,795	5,275,140	5,328,674	5,486,221	5,650,356	5,818,654	5,991,997	6,170,535	6,360,172	6,545,842	6,737,250	6,939,368	7,147,549
Less: Discount Allowed	(147,898)	(146,803)	(149,598)	(149,806)	(154,298)	(158,925)	(163,691)	(168,600)	(173,657)	(178,875)	(184,235)	(189,765)	(195,458)	(201,322)
Total	4,974,989	5,010,992	5,125,542	5,178,868	5,331,923	5,491,431	5,654,963	5,823,397	5,996,878	6,181,297	6,361,607	6,547,485	6,743,910	6,946,227
Fees and Charges	127,921	121,860	72,921	73,469	73,818	81,359	72,929	74,300	74,789	72,650	72,680	92,450	95,224	98,080
Interest	225,426	277,960	244,680	266,150	282,550	286,540	316,470	326,570	339,480	286,920	286,420	305,970	315,149	324,604
Rental Income	311,534	301,540	305,040	335,340	340,740	347,940	357,800	356,600	359,600	363,200	362,200	365,200	376,156	387,441
Recoverable Works	3,096,738	3,185,018	2,244,200	2,687,000	2,277,000	2,302,000	2,354,394	2,434,066	2,494,028	2,512,000	2,542,000	2,562,000	2,638,860	2,718,026
Gain on Sale of Developed Land	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	99,455	230,486	39,050	114,050	108,050	118,050	118,050	122,050	127,050	127,050	125,050	121,450	125,094	128,846
Grants and Subsidies	7,497,071	6,990,623	7,285,100	7,365,180	7,391,680	7,454,500	7,566,844	7,695,938	7,826,660	7,979,610	8,125,610	8,286,610	8,535,208	8,791,265
Total Operating Revenues	16,333,134	16,118,479	15,316,533	16,020,057	15,805,761	16,081,820	16,441,450	16,832,921	17,218,485	17,522,727	17,875,567	18,281,165	18,829,600	19,394,488
Operating Expenditure														
Employees Costs	5,613,109	6,650,000	5,705,622	5,853,968	6,006,171	6,162,332	6,322,552	6,486,939	6,655,599	6,828,645	7,006,190	7,195,357	7,389,631	7,589,151
Materials & Services	4,503,227	5,412,245	4,865,140	5,378,509	4,706,628	4,774,561	4,572,954	4,869,487	4,887,122	4,852,390	4,753,130	4,733,833	4,897,435	5,066,527
Finance Costs	140,057	223,452	7,230	10,430	(29,370)	(28,670)	(29,327)	(28,098)	(27,862)	(31,570)	(31,570)	(13,570)	(13,570)	(31,570)
Depreciation	5,345,279	5,518,600	5,894,237	5,921,110	5,940,380	5,956,000	5,958,790	5,977,850	6,006,970	6,008,740	6,020,670	6,042,270	6,039,270	6,039,270
Total Operating Expenses	15,601,672	17,804,297	16,472,229	17,164,017	16,623,809	16,864,223	16,824,969	17,306,178	17,521,829	17,658,205	17,748,420	17,957,890	18,312,766	18,663,378
Operating Result	731,462	(1,685,818)	(1,155,696)	(1,143,960)	(818,048)	(782,403)	(383,519)	(473,257)	(303,344)	(135,478)	127,147	323,275	516,834	731,110
Capital items														
Sale of Non-Current Assets	(1,360)	-	-	(100,000)	(150,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Flood Damaged Road Write Off	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Grants, and Subsidies	2,707,254	3,001,245	1,773,382	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000	1,349,000
INCREASE IN OPERATING CAPABILITY	3,437,356	1,315,427	617,686	105,040	380,952	366,597	765,481	675,743	845,656	1,013,522	1,276,147	1,472,275	1,665,834	1,880,110

Bulloo Shire Council 2020-21 Budget

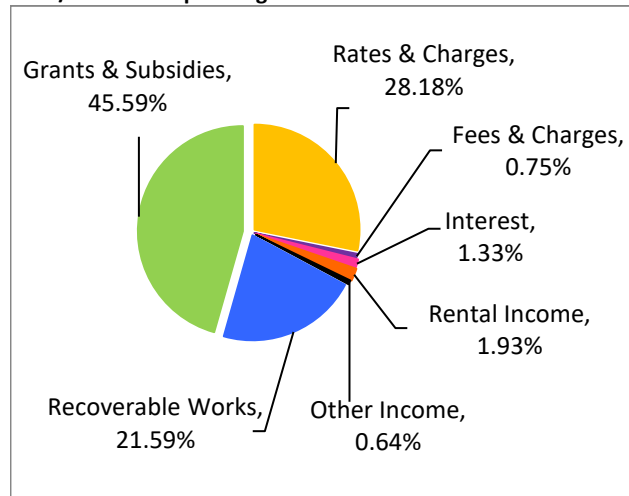
Summary of Key Information

The summary provides key information about the rate increase, operating result, capital works, financial sustainability and key strategic activities of the Council.

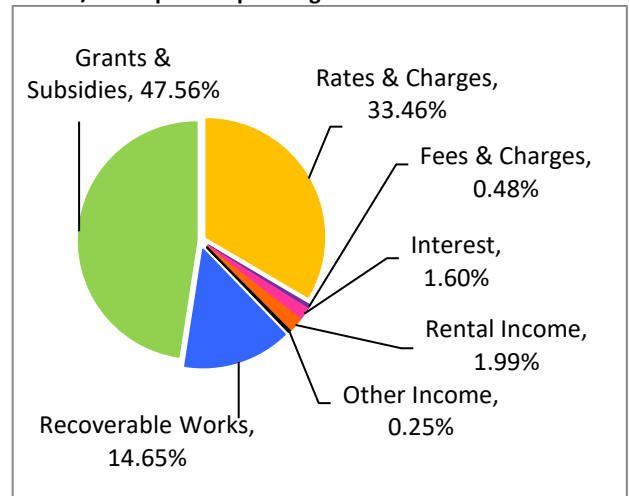
Council Operating Income

Council derives income from five major sources – rates; government grants; user fees and charges, recoverable works and interest. As indicated in the graph below, Council is very reliant on Grant funding as a primary income source, we have received a prepayment \$3.65m from Commonwealth Financial Assistance Grant.

2019/20 Actual Operating Income



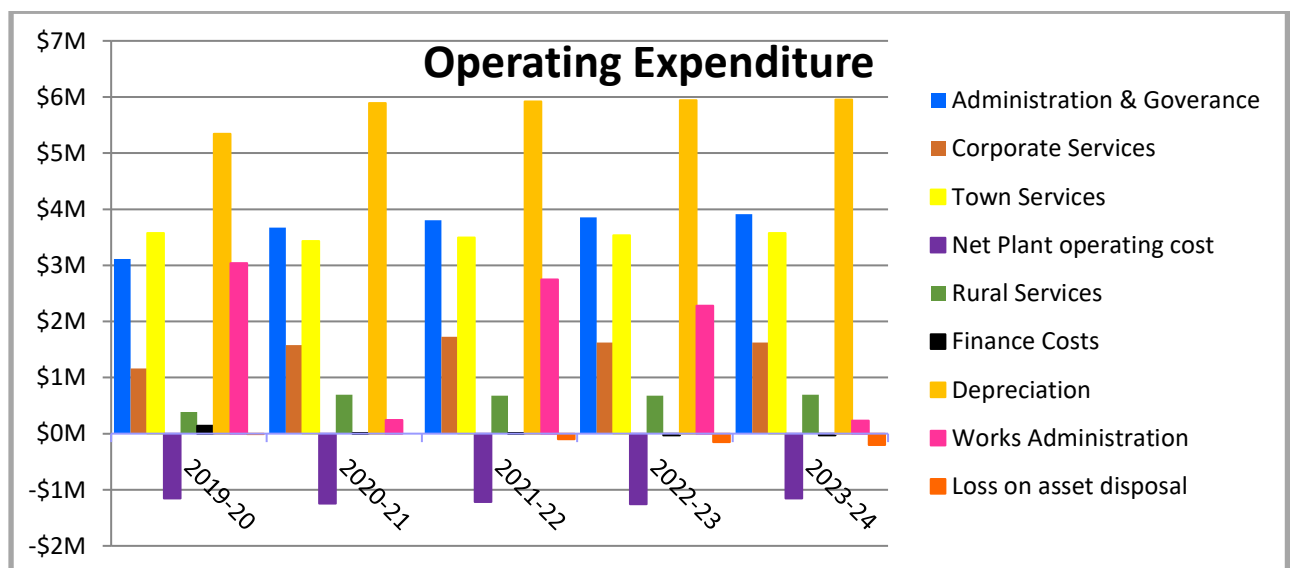
2020/21 Proposed Operating Income



Councils Operating Expenditure

Councils operating expenditure for the 2020-21 year will increase by 9.3% compared to 2019-20 expenditure levels. Net Plant Operating Costs show a larger return due to the proposed better utilisation of council plant.

Note: Council Flood Damage works are treated as Capital Works and not Operating Costs.

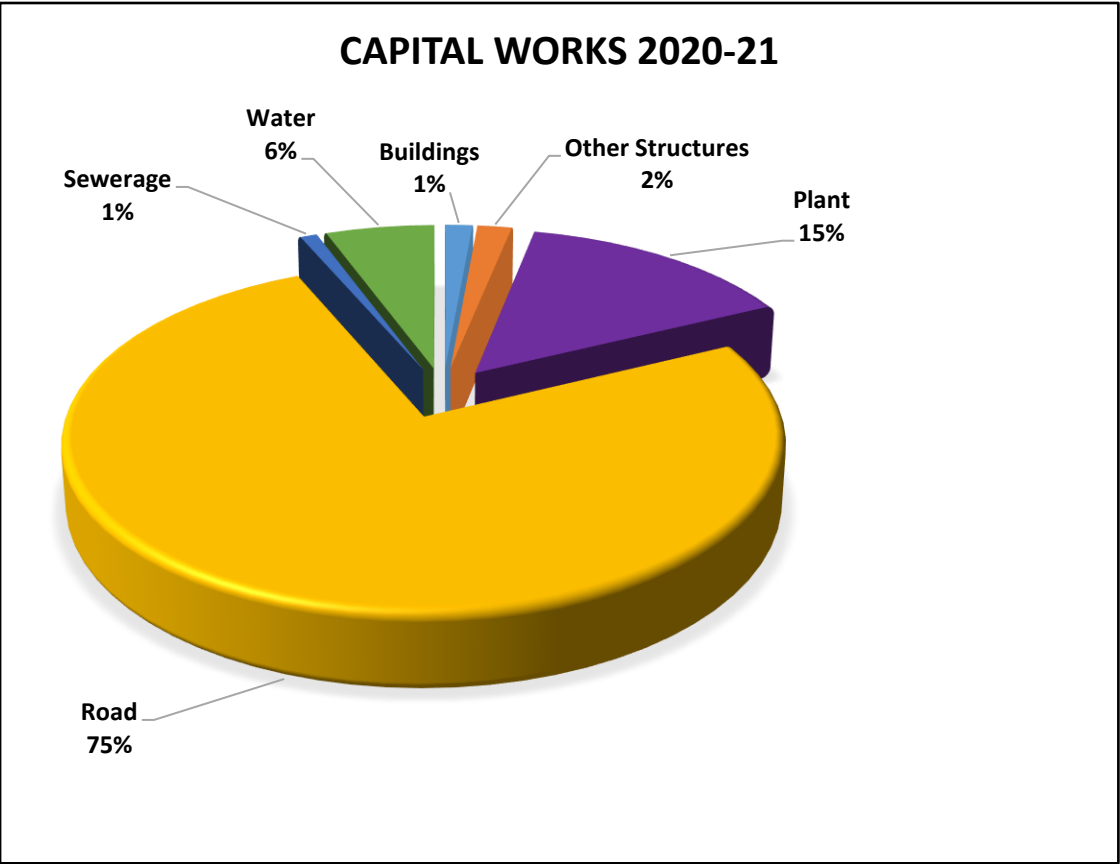


**Bulloo Shire Council
2020-21 Budget**

Capital Works

Bulloo Shire Council is continuing to undertake a very large capital program totaling \$13.7m.

Buildings	\$196,750
Other Structures	\$246,750
Plant	\$2,004,000
Road	\$10,364,460
Sewerage	\$120,750
Water	\$778,250
TOTAL	13,710,960



**Bulloo Shire Council
2020-21 Budget**

Capital Works Program 2019-20

Particulars	Asset Category	Type	Budget Source	Budget Amt	Capital Grant	R2R	Tids	Funded Dep'n
OTHER STRUCTURES								
Lawn Lockers 3.0m by 3.0m plus slabs	New	OS		\$ 27,000				\$ 27,000
Replacement of damaged fences	Renewal	OS		\$ 38,000				\$ 38,000
Robotic pool vacuum cleaner	New	P		\$ 23,750	\$ 23,750			
Shade Cover over Pool	Upgrade	OS		\$ 100,000	\$ 100,000			\$ -
Replacement of existing pool filter media	Renewal	OS		\$ 35,000	\$ 35,000			
Refurbishment of Pool Filter Valves	Renewal	OS		\$ 23,000	\$ 23,000			
Total - 1739-4000-0				\$ 246,750	\$ 181,750	\$ -	\$ -	\$ 65,000
BUILDINGS								
Wall cladding of residence	Upgrade	H		\$ 47,000				\$ 47,000
Depot Administration Upgrade	Upgrade	B		\$ 56,000				\$ 56,000
Depot Server Relocation	New	B		\$ 43,750				\$ 43,750
Electronic Swipe Card and Security Key System	New	B		\$ 50,000				\$ 50,000
Total - 1729-4000-0				\$ 196,750	\$ -	\$ -	\$ -	\$ 196,750
ROADS								
Innamincka Seal Ch121.70-124.45	New	RI	Grant - TIDS / Depn	\$ 1,049,675	\$ -	\$ -	\$ 372,000	\$ 677,675
Quillpie Road Seal Ch 155.00-159.60	New	RI	Grant - TIDS	\$ 603,000	\$ -	\$ -	\$ 603,000	\$ -
Warry Gate Road - Seal 2km * 7m Chainage - 3km	New	RI	Depn/R2R	\$ 945,000	\$ -	\$ 295,000	\$ -	\$ 650,000
Warry Gate Road Seal	New	RI	Grant	\$ 5,000,000	\$ 5,000,000	\$ -	\$ -	\$ -
Renewal 2020-2021 Program				\$ -	\$ -	\$ -	\$ -	\$ -
RS Hungerford Rd 0.00-0.24	Renewal	RI	Depn	\$ 7,200	\$ -	\$ -	\$ -	\$ 7,200
RS Hungerford Rd 0.24-0.49	Renewal	RI	Depn	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
RS Hungerford Rd 0.49-0.67	Renewal	RI	Depn	\$ 13,500	\$ -	\$ -	\$ -	\$ 13,500
RS Hungerford Rd 0.67-2.07	Renewal	RI	Depn	\$ 28,000	\$ -	\$ -	\$ -	\$ 28,000
RS Hungerford Rd 2.07-3.35	Renewal	RI	Depn	\$ 2,100	\$ -	\$ -	\$ -	\$ 2,100
RS Hungerford Rd 3.35-4.00	Renewal	RI	Depn	\$ 13,000	\$ -	\$ -	\$ -	\$ 13,000
RS Hungerford Rd 4.00-4.08	Renewal	RI	Depn	\$ 2,400	\$ -	\$ -	\$ -	\$ 2,400
RS Hungerford Rd 4.08-4.85	Renewal	RI	Depn	\$ 15,400	\$ -	\$ -	\$ -	\$ 15,400
RS Hungerford Rd 4.85-4.94	Renewal	RI	Depn	\$ 2,700	\$ -	\$ -	\$ -	\$ 2,700
RS Hungerford Rd 4.94-5.60	Renewal	RI	Depn	\$ 13,200	\$ -	\$ -	\$ -	\$ 13,200
RS Hungerford Rd 5.60-5.68	Renewal	RI	Depn	\$ 2,400	\$ -	\$ -	\$ -	\$ 2,400
RS Hungerford Rd 5.68-7.30	Renewal	RI	Depn	\$ 32,400	\$ -	\$ -	\$ -	\$ 32,400
RS Hungerford Rd 7.30-7.60	Renewal	RI	Depn	\$ 9,000	\$ -	\$ -	\$ -	\$ 9,000
RS Hungerford Rd 7.60-8.41	Renewal	RI	Depn	\$ 16,200	\$ -	\$ -	\$ -	\$ 16,200
RS Hungerford Rd 8.41-8.47	Renewal	RI	Depn	\$ 1,800	\$ -	\$ -	\$ -	\$ 1,800
RS Hungerford Rd 8.47-8.70	Renewal	RI	Depn	\$ 4,600	\$ -	\$ -	\$ -	\$ 4,600
RS Hungerford Rd 8.70-8.74	Renewal	RI	Depn	\$ 1,200	\$ -	\$ -	\$ -	\$ 1,200
RS Hungerford Rd 8.74-8.90	Renewal	RI	Depn	\$ 3,200	\$ -	\$ -	\$ -	\$ 3,200
RS Hungerford Rd 8.90-9.02	Renewal	RI	Depn	\$ 3,600	\$ -	\$ -	\$ -	\$ 3,600
RS Hungerford Rd 9.02-9.03	Renewal	RI	Depn	\$ 20,800	\$ -	\$ -	\$ -	\$ 20,800
RS Innamincka Rd 0.00-0.940	Renewal	RI	Depn	\$ 23,500	\$ -	\$ -	\$ -	\$ 23,500
RS Innamincka Rd 0.940-1.720	Renewal	RI	Depn	\$ 15,600	\$ -	\$ -	\$ -	\$ 15,600
RS Innamincka Rd 1.720-2.150c	Renewal	RI	Depn	\$ 10,750	\$ -	\$ -	\$ -	\$ 10,750
RS Innamincka Rd 2.150-3.880	Renewal	RI	Depn	\$ 34,600	\$ -	\$ -	\$ -	\$ 34,600
RS Innamincka Rd 3.880 - 4.750	Renewal	RI	Depn	\$ 21,750	\$ -	\$ -	\$ -	\$ 21,750
RS Innamincka Rd 4.750-8.240	Renewal	RI	Depn	\$ 69,800	\$ -	\$ -	\$ -	\$ 69,800
RS Innamincka Rd 8.240-8.650	Renewal	RI	Depn	\$ 10,250	\$ -	\$ -	\$ -	\$ 10,250
RS Innamincka Rd 8.650-9.160	Renewal	RI	Depn	\$ 10,200	\$ -	\$ -	\$ -	\$ 10,200
RS Innamincka Rd 9.160-9.720	Renewal	RI	Depn	\$ 14,000	\$ -	\$ -	\$ -	\$ 14,000
RS Innamincka Rd 9.720-10.250	Renewal	RI	Depn	\$ 10,600	\$ -	\$ -	\$ -	\$ 10,600
RS Innamincka Rd 10.250-11.080	Renewal	RI	Depn	\$ 20,275	\$ -	\$ -	\$ -	\$ 20,275
RS Innamincka Rd 11.080-11.240	Renewal	RI	Depn	\$ 4,800	\$ -	\$ -	\$ -	\$ 4,800
RS Innamincka Rd 11.240-12.290	Renewal	RI	Depn	\$ 26,250	\$ -	\$ -	\$ -	\$ 26,250
RS Innamincka Rd 12.290-12.550	Renewal	RI	Depn	\$ 5,200	\$ -	\$ -	\$ -	\$ 5,200
RS Innamincka Rd 12.550-12.940	Renewal	RI	Depn	\$ 9,750	\$ -	\$ -	\$ -	\$ 9,750
RS Innamincka Rd 12.940-14.100	Renewal	RI	Depn	\$ 23,200	\$ -	\$ -	\$ -	\$ 23,200
RS Innamincka Rd 14.100-14.590	Renewal	RI	Depn	\$ 12,250	\$ -	\$ -	\$ -	\$ 12,250
RS Innamincka Rd 14.590-14.910	Renewal	RI	Depn	\$ 6,400	\$ -	\$ -	\$ -	\$ 6,400
RS Innamincka Rd 14.910-16.450	Renewal	RI	Depn	\$ 46,200	\$ -	\$ -	\$ -	\$ 46,200
RS Innamincka Rd 16.450-17.620	Renewal	RI	Depn	\$ 29,250	\$ -	\$ -	\$ -	\$ 29,250

**Bulloo Shire Council
2020-21 Budget**

Particulars	Asset Category	Type	Budget Source	Budget Amt	Capital Grant	R2R	Tids	Funded Dep'n
RS Innamincka Rd 22.250-22.770	Renewal	RI	Depn	\$ 1,300	\$ -	\$ -	\$ -	\$ 1,300
RS Innamincka Rd 22.770-23.430	Renewal	RI	Depn	\$ 13,200	\$ -	\$ -	\$ -	\$ 13,200
RS Innamincka Rd 23.430-26.600	Renewal	RI	Depn	\$ 95,100	\$ -	\$ -	\$ -	\$ 95,100
RS Innamincka Rd 26.600-27.880	Renewal	RI	Depn	\$ 25,600	\$ -	\$ -	\$ -	\$ 25,600
RS Innamincka Rd 27.880-28.820	Renewal	RI	Depn	\$ 28,200	\$ -	\$ -	\$ -	\$ 28,200
RS Innamincka Rd 28.820-29.600	Renewal	RI	Depn	\$ 15,600	\$ -	\$ -	\$ -	\$ 15,600
RS Innamincka Rd 29.600-30.910	Renewal	RI	Depn	\$ 39,300	\$ -	\$ -	\$ -	\$ 39,300
RS Innamincka Rd 30.910-31.580	Renewal	RI	Depn	\$ 26,800	\$ -	\$ -	\$ -	\$ 26,800
Seal of Cemetery Rd end of bitumen at cul-de-sac (entrance to cemetery)	New	RI	Depn	\$ 50,000		\$ 50,000	\$ -	
Depot Reseal	Renewal	RI	Depn	\$ 250,000		\$ 250,000	\$ -	\$ -
RS Town Street 2020-21	Renewal	RI	Grant - R2R	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -
Cardenyabba Creek Culvert		RI	Grant - R2R	\$ 424,460	\$ -	\$ 424,460	\$ -	\$ -
Grids & Gates	Renewal	RI	Depn	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Thargomindah Kerb & Channelling Sealing of Streets		RI	Grant - W4Q	\$ 289,500	\$ 289,500	\$ -	\$ -	\$ -
Thargomindah Street Widening	Upgrade	RI	Grant - W4Q	\$ 380,400	\$ 380,400	\$ -	\$ -	\$ -
Footpaths/Kerbs & Water Points/bores	Renewal	RI	Depn	\$ 175,000	\$ -	\$ -	\$ -	\$ 175,000
ROADS TOTAL 1769-4000, 1769-4010, 1769-4020				\$ 10,364,460	\$ 5,669,900	\$ 1,269,460	\$ 975,000	\$ 2,450,100
PLANT & EQUIPMENT								
1 V-Sats Trailers & 1 case Communication Systems		P	Depn	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Stand by Generator including Auto Changeover		P	Depn	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
		P	Depn	\$ -	\$ -	\$ -	\$ -	\$ -
Grader	Renewal	P	Depn	\$ 410,000	\$ -	\$ -	\$ -	\$ 410,000
Street Sweeper Truck	Renewal	P	Depn	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
90 Ton Prime Mover	Renewal	P	Depn	\$ 310,000	\$ -	\$ -	\$ -	\$ 310,000
90 Ton Prime Mover	Renewal	P	Depn	\$ 310,000	\$ -	\$ -	\$ -	\$ 310,000
Hilux SR Dcab	Renewal	P	Depn	\$ 61,000	\$ -	\$ -	\$ -	\$ 61,000
Hilux SR Dcab	Renewal	P	Depn	\$ 61,000	\$ -	\$ -	\$ -	\$ 61,000
Hilux SR Dcab	Renewal	P	Depn	\$ 61,000	\$ -	\$ -	\$ -	\$ 61,000
Hilux SR Dcab	Renewal	P	Depn	\$ 61,000	\$ -	\$ -	\$ -	\$ 61,000
Hilux SR Dcab	Renewal	P	Depn	\$ 61,000	\$ -	\$ -	\$ -	\$ 61,000
Ride On Mower	Renewal	P	Depn	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Ride On Mower	Renewal	P	Depn	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
CAN-AM Side by Side 4wd	Renewal	P	Depn	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Padfoot Roller	Renewal	P	Depn	\$ 190,000	\$ -	\$ -	\$ -	\$ 190,000
1200lt Fuel Trailer		P	Depn	\$ 38,000	\$ -	\$ -	\$ -	\$ 38,000
1200lt Fuel Trailer		P	Depn	\$ 38,000	\$ -	\$ -	\$ -	\$ 38,000
1200lt Fuel Trailer		P	Depn	\$ 38,000	\$ -	\$ -	\$ -	\$ 38,000
Tree & Stick Mulcher		P	Depn	\$ 70,000	\$ -	\$ -	\$ -	\$ 70,000
Total - 1749-4000-0				\$ 2,004,000	\$ -	\$ -	\$ -	\$ 2,004,000
WATER								
Bore 02 to Bore 01 Connection	New	W		\$ 425,000	\$ 255,000			\$ 170,000
Flow meter and Solar Bore 02	New	W		\$ 42,750				\$ 42,750
Large water meter installs	New	W		\$ 50,000	\$ 50,000			
Cooling Tower Pumps		W		\$ 78,500				\$ 78,500
Cooling Tower dispersal pipework		W		\$ 17,750				\$ 17,750
Cooling Pond Temperature Sensor Probes		W		\$ 13,500				\$ 13,500
Watts Stafford Reticulation Upgrade	Upgrade	W		\$ 75,750				\$ 75,750
Easton Drive Extension		W		\$ 75,000				\$ 75,000
Total - 1779-4000-0				\$ 778,250	\$ 305,000	\$ -	\$ -	\$ 473,250
SEWERAGE								
Vacuum pumping Station Transfer Pumps		S	Depn	\$ 8,750				\$ 8,750
Sewerage Treatment Plant Aeration		S	Depn	\$ 33,000				\$ 33,000
Vacuum pits	Renewal	S	Depn	\$ 58,000				\$ 58,000
Shutdown valves	Renewal	S	Depn	\$ 21,000				\$ 21,000
Sewerage Total - 1789-4000-0				\$ 120,750	\$ -	\$ -	\$ -	\$ 120,750
TOTAL				\$ 13,710,960	\$ 6,156,650	\$ 1,269,460	\$ 975,000	\$ 3,309,850

**Bulloo Shire Council
2020-21 Budget**

Capital Works 2020-2021 - Sale / Proceeds				
Particulars	Decision	MGMT	Asset Type	Asset Proceeds
PLANT & EQUIPMENT				
Moore 27tr Super Tilt Trailer		TS	P/E	\$ 100,000
510 Grader		TS	P/E	\$ 74,000
741 Mack Prime Mover		TS	P/E	\$ 40,000
740 Mack Granite Prime Mover		TS	P/E	\$ 40,000
722 Isuzu NPS 300D/Cab Truck		TS	P/E	\$ 25,000
721 Isuzu NPS 300D/Cab Truck		TS	P/E	\$ 25,000
7002 Fuso Canter FG 4x4 Crew Cab		TS	P/E	\$ 25,000
7003 Fuso Canter FG 4x4 Crew Cab		TS	P/E	\$ 25,000
6015 D Cab Hilux		TS	P/E	\$ 25,000
6016 Hilux D Cab		TS	P/E	\$ 25,000
618 Single cab Hilux		TS	P/E	\$ 19,000
165 Street Sweeper Truck		TS	P/E	\$ 5,000
CAN-AM Side by Side 4wd		TS	P/E	\$ 5,000
Kubota Outfront Zero Turn Mower		TS	P/E	\$ 1,500
Kubota Zero Turn Mower		TS	P/E	\$ 1,500
60KVA Cummins Genset		TS	P/E	\$ 1,500
Kawasaki Mule (Golf Club)		TS	P/E	\$ 1,000
LHT 1979 Lawn Tractor 17.0 HP 3		TS	P/E	\$ 500
20kva Kubota Genset		TS	P/E	\$ 500
RED ROO Chipper Mulcher & Spreader		TS	P/E	\$ 500
Kanga Heavy Duty 2100 Rotary Slasher		TS	P/E	\$ 500
Fire Truck Mazda T3500		TS	P/E	\$ 5,000
Genelite Genset 30KVA GK30S 1			P/E	\$ 500
Genset John Deere		TS	P/E	\$ 500
Southern Cross KHE18.5-8 Compressor		TS	P/E	\$ 500
AIRMAN PDS275S AIR COMPRESSOR		TS	P/E	\$ 500
130cfm Air Compressor Airman		TS	P/E	\$ 500
COMPAC AIR COMPRESSOR		TS	P/E	\$ 500
Air compressor - 50L		TS	P/E	\$ 500
Genset & Trailer 6x4		TS	P/E	\$ 500
Generator - Airport		TS	P/E	\$ 3,000
14KV a Lister Engine Enclosed Set		TS	P/E	\$ 500
Haulmark Tri-Axle Trailer (Turner)		TS	P/E	\$ 15,000
Fruehauf Trailer - Mobile Camp 2		TS	P/E	\$ 15,000
Drop Deck Tri-axle Trailer Barker		TS	P/E	\$ 20,000
Total				\$ 503,000
TOTAL PROCEEDS				\$ 503,000

**Bulloo Shire Council
2020-21 Budget**

Rates Calculation Summary

Differential General Rates

A number of factors can result in some rate categories in the table below decreasing or increasing by more than 3% from the previous year:-

- * UCV changes in value and increase/decrease in the number of rateable lots.
- ** *Minimum Charge for Category 22 & 23 is determined by Local Government Regulation 2012 sec 79.*

Category	Category Detail	2019-20 Revenue	2020-21 Revenue	% Change
*1	Vacant Land – Thargomindah	\$6,469	\$7,139	10%
2	Vacant Land – Hungerford	\$2,114	\$2,177	3%
3	Vacant Land – Noccundra	\$3,391	\$3,493	3%
4	Vacant Land – Other	\$0	\$0	0%
5	Residential – Thargomindah	\$29,404	\$30,459	3%
6	Residential – Hungerford	\$4,396	\$4,531	3%
7	Commercial – Thargomindah	\$4,608	\$4,747	3%
8	Commercial – Hungerford	\$361	\$372	3%
9	Commercial – Noccundra	\$945	\$974	3%
10	Commercial – Other	\$3,682	\$3,792	3%
11	Industry – Thargomindah	\$18,553	\$19,110	3%
12	Small Rural	\$1,346	\$1,386	3%
13	Rural	\$1,170,483	\$1,205,921	3%
14	Jackson & Naccowlah	\$619,111	\$637,684	3%
15	Ballera Gas Centre	\$2,261,555	\$2,329,401	3%
16	Petroleum Leases	\$695,224	\$715,857	3%
17	Extractive Leases	\$2,935	\$3,023	3%
18	All Other Land	\$24,352	\$25,083	3%
19	Worker Accommodation 50-100	\$0	\$0	0%
20	Worker Accommodation 100-200	\$0	\$0	0%
21	Worker Accommodation >200	\$0	\$0	0%
**22	Mining Claim <900m2	\$0	\$0	0%
**23	Mining Claim >900m2	\$1350	\$1350	0%

Changes can relate to changes within Categories & increases or decreases may not show actual changes to assessments.

**Category 1 has additional assessments due to recent land sales.*

***Minimum Charge for Category 22 & 23 is determined by Local Government Regulation 2012 sec 79*

**Bulloo Shire Council
2020-21 Budget**

Water Charges

Group	Rate Group Details	2019-20 Revenue	2020-21 Revenue	% Change
1	Thargomindah	\$ 115,087	\$ 119,690	4%
2	Hungerford	\$ 13,280	\$ 13,811	4%

Sewerage Charges

Group	Rate Group Details	2019-20 Revenue	2020-21 Revenue	% Change
1	Thargomindah	\$ 94,995	\$ 98,795	4%

Garbage Charges

Group	Rate Group Details	2019-20 Revenue	2020-21 Revenue	% Change
1	Thargomindah – Environmental	\$ 5,408	\$ 5,624	4%
1	Thargomindah - Collection	\$ 41,553	\$ 43,215	4%

Increase in Rates and Utility Charges

[section 169(6) – Preparation and content of budget]

The total value of the change, expressed as a percentage, in the rates and utility charges levied for 2020-21 (as adopted on 16 June 2020) compared with the rates and utility charges levied in 2019-20 as adopted on 25 June 2019 is 3%, 4% & 4%.

National Competition Assessment

Council has undertaken an assessment of its activities and has not identified any that are subject to type 3 arrangement and therefore does not need to apply the Code of Competitive Conduct.



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
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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 <ul style="list-style-type: none"> Continue to coordinate the following: <ul style="list-style-type: none"> National Tree Planting Day Clean Up Australia Day Annual Bulk Waste Collection 	4100	TOWN	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Complete Solar Initiative to install Solar Panels on all Council Buildings 		TOWN	<ul style="list-style-type: none"> 100% 	Q2

Key Result Area:	Natural Resources
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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure/KPI	Date Due
1.06	Implement our Biosecurity Plan 2018-2022	Review Biosecurity Plan 2018-2022 Annually	4500	RLO	<ul style="list-style-type: none"> 1 Plan reviewed 	Q4
		<ul style="list-style-type: none"> Continue to support and coordinate the Pest Management Advisory Committee 	4500	RLO	<ul style="list-style-type: none"> PMAC Meetings held twice a year 	Q2
	BSC Biosecurity Plan – Wild Dog & Pig Management	<ul style="list-style-type: none"> Delivery wild dog & pig management program in line with policy including aerial baiting campaigns. 	4500	RLO	<ul style="list-style-type: none"> 2x Aerial 1080 Baiting Campaigns delivered 	Q2, Q4 Q4

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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure/KPI	Date Due
	<p><i>Implement programs to reduce weed infestation in the Shire by mapping, working with landholders and other governments agencies</i></p> <p><i>Service levels maintained in line with In-active stock Routes</i></p> <p><i>Stocking rates on the common meet the requirements of Department</i></p>	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> ❖ Monitor & Treatment of Coral Cactus ❖ Monitor & Treatment of Parthenium Weeds ❖ Monitor & Treatment of Parkinsonia ❖ Monitor & Treatment of Mother of Millions Monitor inactive stock routes and continue with pest management program Continue to maintain the Stock Route Network Management System Manage Thargomindah Twin Common as per the Local Law Undertake 6 monthly pasture assessments Construct holding paddock on Town Common for mustering purposes 	<p>4530</p> <p>4540</p> <p>4730</p>	<p>RLO</p> <p>RLO</p> <p>RLO</p>	<ul style="list-style-type: none"> 6 sessions 100% delivered 100% delivered SRNMS system updated 2 musters per year 2 assessments completed Fence constructed 	<p>Q1-Q4</p> <p>Q4</p> <p>Q4</p>
1.08 Ent.	<p>Partner with other local governments and NRM groups to develop a regional approach to pest management</p> <p><i>BSC Biosecurity Plan – Partnerships, Commitment, Support, Compliance</i></p>	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Plans implemented 3 liaisons Projects supported Baiting programs delivered 	<p>Q1</p> <p>Q4</p> <p>Q4</p>

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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.	<ul style="list-style-type: none"> Staff are provided with opportunities to present and attend workshops, conferences, forums. 	4510	RLO	<ul style="list-style-type: none"> WQ Wild Dog Advisory Committee Meetings attended 2x SRLOG Meetings attended 	Q4
	<i>BSC Biosecurity Plan – Education, Awareness & Extension</i>	<ul style="list-style-type: none"> Publication of Rural Lands Newsletter & Bulletins Publication of Fact Sheets/ Best Practice Guides for General Community 	4510	RLO	<ul style="list-style-type: none"> 4 publications (quarterly) 12 articles submitted to Bulloo Buzz 	Q1, Q4
1.10	Enhance and preserve natural landscapes through key projects	<ul style="list-style-type: none"> Plant Native trees & shrubs <ul style="list-style-type: none"> National Tree Planting Day Bush Tucker Garden Botanical Gardens Town Walk between Eccles & Stafford St 		TOWN	<ul style="list-style-type: none"> 1 event held 1 garden established 	Q4

Key Result Area:	Conservation and Heritage
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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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Funding application submitted Funding application submitted CMP draft received 	Q2 Q3 Q4

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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	<ul style="list-style-type: none"> • Manage trust account on behalf of the Royal Historical Society Queensland • Produce quarterly reports for the RHSQ 	5750	FIN	<ul style="list-style-type: none"> • 4 reports completed 	Q4
1.15	Link heritage as part of a regional tourism strategy	<ul style="list-style-type: none"> • Include heritage as another valuable asset in the Tourism Activation Plan. 		VICC/ COR	<ul style="list-style-type: none"> • 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
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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 <ul style="list-style-type: none"> ○ Continue to support SWRED & other bodies 	5750	CEO	• 4 meetings attended • SWRED membership paid	Q4 Q2

Key Result Area:	Grow Innovation in all sectors
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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

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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.05	Continue to support emerging enterprise with subsidised access to Council infrastructure	<ul style="list-style-type: none"> Assist in the promotion of local eco-tourism businesses – <ul style="list-style-type: none"> Council to work with QPWS & Kilcowera Station to cross-promote eco-tourism 	5750	VICC	<ul style="list-style-type: none"> Number of cross promotions recorded 	Q1-Q4

Key Result Area:	Grow Population
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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 <i>Ensure our Planning Scheme supports growth for industry, tourism and population</i>	<ul style="list-style-type: none"> Audit essential infrastructure to determine its capacity to support development. 		TOWN	<ul style="list-style-type: none"> Infrastructure audit conducted 	Q2
		<ul style="list-style-type: none"> Effectively manage development assessments and building approvals to manage DAs & Building approvals in line with Councils service standards 		GOV	<ul style="list-style-type: none"> No of approvals 	Q4
		<ul style="list-style-type: none"> Continue with Native Title clearances and Finalise purchase of 3 industrial lots from DNRM 		GOV	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Subdivide Residential Land on Sams St, Moore St & Frew St to create additional residential lots. 		GOV	<ul style="list-style-type: none"> Subdivision complete 	Q3
2.10	Embark on population growth strategies through expanded workforce across the business sector	<ul style="list-style-type: none"> Continue working with Noni McCarthy to increase opportunity for population growth 		COR	<ul style="list-style-type: none"> 4 meetings with Noni 	Q4
		<ul style="list-style-type: none"> Investigate option for additional housing to allow for growth to become a possibility 		TOWN	<ul style="list-style-type: none"> 1 assessment on housing 	Q3

Key Result Area:	Grow Revenue
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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.12	Continue to support local purchasing and investment strategies	<ul style="list-style-type: none"> Annual forum with local business for feedback Collaborate with SWRED & RDA around business opportunities 		FIN CEO	<ul style="list-style-type: none"> 1 Forum delivered 1 Meeting held 	Q4

Key Result Area:	Grow Community Partnerships
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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.16	<p>Provide financial assistance grants to community organisations to support them in undertaking community events/activities.</p> <ul style="list-style-type: none"> Provide financial assistance grants to community organisations to support them in undertaking community events/activities. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 2 advertisements placed Policy reviewed 1 report to Council 	Q2, Q4

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Key Result Area:	Grow local workforce and skills
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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
2.17	Monitor and track local workforce numbers for growth	<ul style="list-style-type: none"> Maintain current FTE and analyse if there is a gap in skills provided across Council 		COR	<ul style="list-style-type: none"> 1 – FTE calculation 1 – GAP analysis 	Q1

Key Result Area:	Awareness of our region and assets especially tourism
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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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 12 meetings held 	Q4
2.24	Partner with other local governments and industry bodies to develop a sustainable tourism industry	<ul style="list-style-type: none"> Review Membership of Adventure Way in relation to value for money expenditure. 	5750	VICC	<ul style="list-style-type: none"> Memberships subscribed 	Q3
	Partner with other local governments and industry bodies to develop a sustainable tourism industry	<ul style="list-style-type: none"> Develop links with the new Toowoomba LTO to maximise growth opportunities for the region 	5750	VICC / COR	<ul style="list-style-type: none"> Forums participated in 	Q4
	Promote the visitor information centre as a key element driving economic	<ul style="list-style-type: none"> Continue to provide and develop local regional tourism product for retail in the VIC 	5750	VICC	<ul style="list-style-type: none"> Local product is sold in VIC. 	Qrtly

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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	development (promote tourism attraction, product and events within the Bulloo Shire)	<ul style="list-style-type: none"> Gather statistics and data from new and existing customers to obtain as a database for marketing & advertising. 	5750	VICC	<ul style="list-style-type: none"> Data collected quarterly 	Q1
	Grow tourism and visitation numbers by 10% per annum from 2018 – 2020	<ul style="list-style-type: none"> Implement the Realising the Tourism Potential of Bulloo Shire - Tourism Activation Plan – Year 2 	4820	VICC	<ul style="list-style-type: none"> 100% delivery 	Q4
		<ul style="list-style-type: none"> Vic to assist with the promotion of local events and business houses on Councils tourism website and Facebook page 	4820	VICC	<ul style="list-style-type: none"> Number of events promoted recorded 	Q4
		<ul style="list-style-type: none"> Continue to support and participate in the Adventure Way Tourism Initiative 	4820	VICC	<ul style="list-style-type: none"> 3 meetings attended 	Q1,Q2, Q4
	VIC to develop a community program of events that signifies the Bulloo Region as an authentic outback destination	<ul style="list-style-type: none"> Events approved in Budget delivered 		VICC	<ul style="list-style-type: none"> 100% delivered 	Q1,Q2, Q4
		<ul style="list-style-type: none"> Enhance tourism promotion by delivering contact with market through attending regional events, i.e. Music in the Mulga. 	4820	VICC	<ul style="list-style-type: none"> 3 attended 	Q1,Q2, Q4
	Continue development and completion of existing tourism assets to provide the base for tourism activities.	<ul style="list-style-type: none"> Maintain and expand existing resource base for tourism 	4830	VICC	<ul style="list-style-type: none"> \$ Budget expended 	Q2
		<ul style="list-style-type: none"> Develop a tourism asset maintenance and upgrade schedule to ensure consistent, quality product. 		TOWN	<ul style="list-style-type: none"> 1 schedule developed 	Q3
	Investigate the development of new infrastructure using investment strategies for tourism.	<ul style="list-style-type: none"> Data is collected and calculated to recognise potential on investment return on expenditure. 		VICC	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> ○ Australia Day Awards ○ Anzac Day 	4430	VICC	• 100% delivered	Q4

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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	participate in local community activities and foster common citizenship.	<ul style="list-style-type: none"> Seniors Week Qld Week 				
		<ul style="list-style-type: none"> Visit each community at least once per year 	2000	CEO/GOV /TOWN	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Continue to liaise with organisations holding events within the shire about community grants and inkind support 	4430	COR/ GRANTS	<ul style="list-style-type: none"> 100% delivered 	Q4

Key Result Area:	A Safe Community
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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	<ul style="list-style-type: none"> Review Disaster Management Plan annually 	4500	GOV	<ul style="list-style-type: none"> Updated plan endorsed by LDMG 	Q2
		<ul style="list-style-type: none"> Support and coordinate the LDMG 	4500	CEO / GOV	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Deliver Public Health Program 	4500	Librarian	<ul style="list-style-type: none"> 100% delivered 	Q4
		<ul style="list-style-type: none"> Deliver Animal Control Management program Deliver Pest Management Program 	4500	RLO/ Dalena	<ul style="list-style-type: none"> 100% delivered 	Q4
	<ul style="list-style-type: none"> Continue to deliver and support services that support health and 	<ul style="list-style-type: none"> Animal related nuisance is minimised through proactive control measures <ul style="list-style-type: none"> Deliver annual animal inspection program 	4310	RLO/ Dalena	<ul style="list-style-type: none"> 100% Delivered 	Q3

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	safety across the region e.g. pest management, animal management, disaster preparedness (3.2.2)	<ul style="list-style-type: none"> Facilitate a vet to deliver a microchipping program 	4310	RLO/ Dalena	<ul style="list-style-type: none"> 1 program delivered 	Q3
		<ul style="list-style-type: none"> The impact of periodic mosquito infestations are mitigated through appropriate vector control measures Deliver mosquito spraying program as required 	4320	RLO	<ul style="list-style-type: none"> Spraying locations recorded (seasonal) 	Q4
	❖ Community Environmental health is secured through ensuring compliance standards are maintained.	<ul style="list-style-type: none"> Deliver annual EHO inspection program 	4210	Dalena	<ul style="list-style-type: none"> 100% 	Q3
3.08	Engage actively with residents and stakeholders to ensure good community education and awareness exists	<ul style="list-style-type: none"> Upgrade Councils App to enhance functions to better engage with community. Maintain an active Social Media presence to ensure community education and awareness. 		COR	<ul style="list-style-type: none"> App Upgrade 52 Facebook Posts 	Q4

Key Result Area:	Healthy Community
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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.	<ul style="list-style-type: none"> Residents have access to a range of quality health and emergency services in accordance with community expectations Continue to liaise and brief government and other Health organisations in order to 	4100	COR	<ul style="list-style-type: none"> 2 briefings a year 	Q4

		<p>improve service delivery to Bulloo shire residents.</p> <ul style="list-style-type: none"> ○ Continue to support additional clinic in conjunction with the Dept. of Health 	4100	COR	<ul style="list-style-type: none"> • \$ Budget expended 	Q4
		<ul style="list-style-type: none"> • Provide support & advocacy for community members accessing Aged Care in home services 		COR	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Sport and Rec program meets the needs of local residents and visitors <ul style="list-style-type: none"> ○ Deliver Summer & winter sport and recreation programs • Timetables implemented to provide maximum access for the community 	4910	Allan	<ul style="list-style-type: none"> • 100% delivered • 2 Seasonal timetables developed (additional Holiday Timetables) • Number of users recorded daily 	Q4
		<ul style="list-style-type: none"> • Develop sustainable service levels for parks and gardens across the Shire. Including service levels for lawn mowing, garden maintenance. 		Allan	<ul style="list-style-type: none"> • Service levels adopted 	Q1, Q2, Q3, Q4
3.12	Programs that support healthy lifestyle are actively pursued and encouraged	<ul style="list-style-type: none"> • Provide the community with linkages to Primary Health Care Services 		COR/ Librarian	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> Review Disaster Management Plan annually 	4500	GOV	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Support and coordinate the LDMG 	4500	CEO / GOV	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Meet with Regional DDMG to ensure co-ordination of Disaster Management planning and emergency service provision. 		CEO / GOV	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Carry out an annual inspection/audit on playground equipment to ensure compliance and will include: <ul style="list-style-type: none"> Condition rating Defect Soft fall compliance. Shade structures Update Asset management plans 		TOWN	<ul style="list-style-type: none"> Audit completed including photographs. Asset management files completed 	Q3
		<ul style="list-style-type: none"> Visual inspection carried out on equipment during normal park maintenance with inspections noted and all defects noted along with maintenance requirements 		TOWN	<ul style="list-style-type: none"> Weekly inspections completed 	Q4
	Community hall facilities meet the needs of the community	<ul style="list-style-type: none"> Hall hire encouraged through media advertising Set schedule of fees as part of budgeting process 	2310	TOWN	<ul style="list-style-type: none"> 2 facebook posts Fees adopted 	Q2 Q4
	Provide sustainable and well maintained facilities that meet committee needs in line with councils budget	<ul style="list-style-type: none"> Support community group funding applications for facilities and equipment 		GRANTS	<ul style="list-style-type: none"> 100% 	Q1, Q2,Q3,Q 4

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	<ul style="list-style-type: none"> • Complete Connectivity Project (<i>link to 4.2.4</i>) • Complete W4Q3 Projects <ul style="list-style-type: none"> ○ Geothermal Solar Upgrade. 		TOWN TOWN	<ul style="list-style-type: none"> • 100% Complete • 100% Complete • 	Q4 Q4

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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
		<ul style="list-style-type: none"> Manage arrears and notifications for all Council employee tenants to ensure that tenancies are being managed in line with policy and procedures 			<ul style="list-style-type: none"> Number of notifications 	
		<ul style="list-style-type: none"> 10 yr Maintenance schedule completed as part of councils long term planning 		TOWN	<ul style="list-style-type: none"> 10 Year Plan Endorsed 	Q4
	❖ Maintain the cemetery reserve in line with community needs and expectations	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Footpath program delivered 12 inspections completed Service level determined 	Q1, Q2, Q3, Q4
	❖ Maintain Infrastructure for Hungerford in a manner which reflects community priorities and standards (4.01.06)	<ul style="list-style-type: none"> Liaise with DNRM on outstanding land matters in the Hungerford Township 		GOV		Q4
		<ul style="list-style-type: none"> ❖ Aerodrome <ul style="list-style-type: none"> Make application to resurvey the fenced area of the aerodrome and transfer Reserve Purpose from Racecourse Reserve to Aerodrome Reserve 		GOV	<ul style="list-style-type: none"> Application lodged 	Q4
		<ul style="list-style-type: none"> ❖ Showgrounds <ul style="list-style-type: none"> Make application to survey and excise area from Lot 13 H2346 Camping, Water and 		GOV	<ul style="list-style-type: none"> Application lodged 	Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
		Stock Route Reserve to Showground Reserve				
		<ul style="list-style-type: none"> ❖ Cemetery <ul style="list-style-type: none"> ○ Make application to survey Cemetery located on Lot 1 H2344 USL and transfer to a Cemetery Reserve ❖ Road Opening <ul style="list-style-type: none"> ○ Road to Showgrounds and Aerodrome to be surveyed on existing alignment and application made to have road opened ❖ Refuse Tip <ul style="list-style-type: none"> ○ Survey area to be excised from Reserve Lot 13 H2346 ○ Survey the existing road assessing the site ○ Make application to purchase the area as freehold for the Refuse Tip ○ Make application for Road Opening 		GOV	• Application lodged	Q4
				GOV	• Application lodged	Q4
				GOV	• Application lodged	Q4
4.03	Review strategic infrastructure planning and periodically review the provision of infrastructure and services	<ul style="list-style-type: none"> • Review infrastructure and services <ul style="list-style-type: none"> ○ Water Supply ○ Sewerage System ○ Parks & Gardens ○ Airport ○ 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> \$ Budget expended 	Q2, Q4
		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> \$ Budget expended Teachers aide in place 	Q2, Q4
	❖ Primary and lower secondary education is supported through the Thargomindah school	<ul style="list-style-type: none"> Continue to support secondary and primary education outcomes through the library such as homework club 	4140	COR	<ul style="list-style-type: none"> Number of partnership programs delivered 	Q4
	❖ Support community capacity building, social inclusion and connection through the delivery of Councils community grants program	<ul style="list-style-type: none"> Deliver Councils community grants program and advertise and coordinate twice yearly in line with budget requirements 	4110	GRANTS	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> • Advocacy for improved coverage put forward twice a year as part of intergovernmental briefings 	2000	GOV	<ul style="list-style-type: none"> • Number of briefings 	Q4
		<ul style="list-style-type: none"> • Continue to support radio service infrastructure services • Continue to investigate options for re-broadcasting of free to air television. 	2330	TOWN	<ul style="list-style-type: none"> • 100% • Update report to Council 	Q4
4.07	Residents across the Shire have access to an equitable health service.	<ul style="list-style-type: none"> • Continue to liaise and brief government and other Health organisations in order to improve service delivery to Bulloo shire residents.. 	4100	COR	<ul style="list-style-type: none"> • 2 briefings a year 	Q2, Q4

Key Result Area:	Water Supply
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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.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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: ○ 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: ○ Analysis of existing data to ascertain current property consumption. ○ Continue to install smart meters in Thargomindah (ongoing project) ○ Continue collection smart meter data.	6100	TOWN	• Areas of reference for water supply consumption and data collection ○ Residential ○ Commercial ○ 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

OPERATIONAL PLAN 2020-2021

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.	<ul style="list-style-type: none"> Develop a Water Education Campaign to commence upon completion of Thargomindah community Water Meters installation program. 		TOWN	<ul style="list-style-type: none"> 1 Campaign 	Q2

Key Result Area:	Waste Management
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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
4.11	Identify and implement waste management initiatives that mitigate environmental harm. <ul style="list-style-type: none"> ❖ Maintain and upgrade the current infrastructure associated with the wastewater collection, pumping, treatment and disposal. (4.3.4) 	<ul style="list-style-type: none"> Review existing policies and procedure and existing 	6100	TOWN	<ul style="list-style-type: none"> 6 Reviews 	Q4
4.12	Continue to provide environmentally sustainable practices through the regional Waste Management Strategy <ul style="list-style-type: none"> ❖ Provide waste management facilities that meet EPA standards 	<ul style="list-style-type: none"> Maintain Waste transfer and landfill to EPA standard Ensure licensing requirements are met including reporting and inspection schedule 	4330	TOWN	<ul style="list-style-type: none"> 90% Compliance with EPA standards 	Q4
			4330	Dalena	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ green waste recycling; ○ white goods, scrap metal recycling; ○ hours of operation; ○ land fill site security; ○ commercial & industrial waste dumping; ○ disposal of used tyres. 	4330	TOWN	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ glass ○ whitegoods ○ tyres ○ 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.	<ul style="list-style-type: none"> • Sport and Rec program meets the needs of local residents and visitors <ul style="list-style-type: none"> ○ Deliver Summer & winter sport and recreation programs ○ 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) <ul style="list-style-type: none"> ○ Develop sustainable service levels for parks and gardens across the Shire. Including service levels for lawn mowing, garden maintenance. 	4910	Allan	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Working Group formed No of meetings held 	Q4

Key Result Area:	Transport
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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
4.16	Maintain an efficient and safe networks of roads	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Programs delivered 100% 	Q4
		<ul style="list-style-type: none"> • Support State Roads Network maintenance. (TMR, TIDS, RMPC, WRUP) <ul style="list-style-type: none"> ○ Deliver the program to TMR requirements 	5200 5210	ROADS	<ul style="list-style-type: none"> • 100% delivery • 95% conformance 	Q4
		<ul style="list-style-type: none"> • Ensure road network recovers from flood events <ul style="list-style-type: none"> ○ Deliver approved activated flood program as per DRFA contract 	5230	ROADS & ENG	<ul style="list-style-type: none"> • 100% delivery 	Q4
4.17	Provide and maintain aerodrome facilities that accommodate community, business and industry needs	<ul style="list-style-type: none"> • Increase fuel storage capacity • Source funding for airport fencing upgrade in 2019-20 	3100	TOWN	<ul style="list-style-type: none"> • Federal Grant submitted • Annual budget program adopted 	Q2
		<ul style="list-style-type: none"> • Ensure compliance with CASA requirements <ul style="list-style-type: none"> ○ Carry out the inspections of runway prior to arrival and departure of all commercial and RFDS flights. ○ Conduct a technical inspection annually ○ Review Councils Airport Manual to ensure compliance requirements are met 	3100	TOWN	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Continue to support SWRRTG • Participate in Regional transport planning initiatives 	3100	ROADS	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> Investigate the purchase of a drone and its practical uses. 		TOWN / RUR / ROADS	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Develop a Customer Service Framework Develop a Complaints Management Framework 		GOV	<ul style="list-style-type: none"> Framework adopted 	Q2
5.02	Exploit functionality of Council's hardware and IT network to provide "e" products, services and information electronically to customers	<ul style="list-style-type: none"> Maintain an active Social media (Facebook) in accordance with Councils <i>Website and Social Media Policy (1.07.1)</i> for delivery of information. 	2000	GOV	<ul style="list-style-type: none"> Number of social media updates Increase followers by 15% 	Q4
		<ul style="list-style-type: none"> Ensure Website is maintained and up to date. 	2000	GOV	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • Maintain customer service charter and standards to ensure responsive 	2000	GOV	<ul style="list-style-type: none"> • Standards reviewed annually • No of complaints 	Q4
		<ul style="list-style-type: none"> • All new administrative staff have customer service induction • Mandatory customer service training every 3yrs 	2000	GOV	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Provide high quality customer service • Resolute all complaints in accordance with customer service charter and customer service policy <ul style="list-style-type: none"> ○ Level of customer service satisfaction measured by annual survey and number of complaints 	2000	GOV	<ul style="list-style-type: none"> • 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:- <ul style="list-style-type: none"> Basic Training to all administrative staff Advanced Training for all nominated staff 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 <ul style="list-style-type: none"> Deliver budgeted plant schedule 'Ensure plant is serviced in line with Councils capital works schedule Monitor productivity and utilisation returns monthly 	2000	TOWN	• 100% delivery	Qrtly
			2000	TOWN	• 100% complete	Qrtly
			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
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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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Tender advertised 2 yr tender endorsed 	Q2

Key Result Area:	Service Delivery & Organisational Structure
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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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
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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
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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
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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	<ul style="list-style-type: none"> Review HR Policies in accordance with Policy register 		COR	<ul style="list-style-type: none"> 6 policies reviewed 	Q4
7.04	Review Corporate values to develop a culture based on trust, teamwork and personal accountability	<ul style="list-style-type: none"> Promote Corporate Value Awareness as part of HR Breakfast and Team Manager meetings Include as part of Annual Performance Review 		COR	<ul style="list-style-type: none"> Annual Survey % of employees with awareness 	Q4
7.05	Establish and implement HR strategies to become an employer of choice that promotes a culture of unification, pride, satisfaction, well-being amongst its workforce.	<ul style="list-style-type: none"> Continue staff BBQs Deliver on team building and staff recognition Quarterly Awards Deliver Team Leader meetings 		COR	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Ensure adequate budget to meet training and development approved in annual appraisal process. 		COR / FIN	<ul style="list-style-type: none"> Annual budget program adopted 	Q4
7.07	Enhance opportunities for people to learn and develop new skills	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Training matrix reviewed 95% of identified training delivered DITA completed 1 plan completed 	Q4
		<ul style="list-style-type: none"> Identify new opportunities and funding sources that can expand Councils employee investment resources 	2000	COR	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Annual report presented 	Q2, Q4
	❖ Roles, accountabilities and decision-making processes are to be clear to enhance organisational efficiency	<ul style="list-style-type: none"> Annual Review of Position Descriptions aligned to Council's organisational structure (as part of Annual Performance Review) 	2000	CEO/COR	<ul style="list-style-type: none"> 100% 	Q2

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
7.09	Ensure that 21 st century skills are massaged into existing programs.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 6 Meetings 1 assessment 	Q3

Key Result Area:	Workplace Health & Safety
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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
7.10	Continue to support and monitor BSC safety system	<ul style="list-style-type: none"> Continue to update & monitor Safety Management System 		WHSO	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Support Workplace Health & Safety meetings 	2000	WHSO	<ul style="list-style-type: none"> >8 meetings held 	Q4
		<ul style="list-style-type: none"> Senior staff actively participate in the development and implementation of annual workplace safety plan 	2000	WHSO	<ul style="list-style-type: none"> 95% of all MAPS complete each quarter 	Q1,Q2, Q3,Q4
		<ul style="list-style-type: none"> BSC safety System maintained at 70% compliance 	2000	WHSO	<ul style="list-style-type: none"> BSC system working well and reaching minimum standard of 70% 	Q4
		<ul style="list-style-type: none"> WHS Management System Plan reviewed annually and 5 top WHS risks identified for each 12 month period of the plan. 		WHSO	<ul style="list-style-type: none"> 5 key risks identified 	Q1
7.12	Develop a safety culture based on trust, teamwork and personal accountability	<ul style="list-style-type: none"> Implement safety changes where officers are responsible for certain tasks. 		COR	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Update Council on progress through: <ul style="list-style-type: none"> WHS Meetings Cascade Reports 			<ul style="list-style-type: none"> 6 Meetings 6 Cascade Reports 	Q4

Key Result Area:	Leadership & Management
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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
7.14	Implement and support effective leadership and management programs	<ul style="list-style-type: none"> Support staff in undertake leadership and management programs 	2000	CEO	<ul style="list-style-type: none"> 100% 	Q4
7.15	Enhance leadership capability through improved relationship behaviour	<ul style="list-style-type: none"> Enhance leadership capability through improved relationship behaviour <ul style="list-style-type: none"> Continue to support effective leadership and management practices through ongoing professional development opportunities; facilitating, training and coaching. Leadership development is picked up as part of Managers annual appraisals. Managers performance is tracked quarterly incorporating leadership and management objectives in line with councils operational and corporate plan 	2000 2000 2000	CEO CEO CEO	<ul style="list-style-type: none"> 4 Leaders workshops conducted 100% annual appraisal 4 meetings per manager per year 	Q4 Q2 Q4
7.16	Drive and promote Councils Recognition Strategy	<ul style="list-style-type: none"> Manage a corporate recognition strategy 	2000	COR	<ul style="list-style-type: none"> Budget expended 	Q4

Key Result Area:	HR Systems & Practices
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Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
7.17	Review processes and practices to support effective delivery of HR Services	<ul style="list-style-type: none"> Develop processes and practices to support effective delivery of HR Services (<ul style="list-style-type: none"> Review and Maintain current workforce plan 	2000	COR	<ul style="list-style-type: none"> Plan adopted 	Q4
		<ul style="list-style-type: none"> Oversee WHS delivery and compliance 	2000	COR	<ul style="list-style-type: none"> WHS safe plan in place and at 70% 	Q4
		<ul style="list-style-type: none"> Maintain Human Resources Team to <ul style="list-style-type: none"> act as sounding board be a source of knowledge survey, monitor and measure staff satisfaction 	2000	COR	<ul style="list-style-type: none"> Develop suite of engagement techniques and tools to 'stay in touch' Annual survey completed 	Q4
		<ul style="list-style-type: none"> Identify and adopt technology that supports efficiencies in operations 		COR	<ul style="list-style-type: none"> Annual proposal submitted 	Q4
		<ul style="list-style-type: none"> Develop a framework for encouragement of innovation, creativity and continuous improvement <ul style="list-style-type: none"> Maintain a performance appraisal and development system that encourages staff participation and performance. 		All managers	<ul style="list-style-type: none"> Performance reviews complete 	Q2
7.18	Review and monitor HR practices to ensure alignment with corporate and business planning outcomes	<ul style="list-style-type: none"> Review and monitor HR practices to ensure alignment with corporate and business planning outcomes <ul style="list-style-type: none"> Continue to monitor existing policies to comply with employment legislation 	2000	COR	<ul style="list-style-type: none"> All HR policies comply with current workplace legislation 	100%

Key Result Area:	Accountability and Performance
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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	<ul style="list-style-type: none"> Roles, accountabilities and decision-making processes are to be clear to enhance organisational efficiency as part of position descriptions <ul style="list-style-type: none"> Councils annual appraisal program is delivered 	2000	COR	<ul style="list-style-type: none"> 100% 	100%
7.20	Develop a workforce plan to capture key personnel and competencies	<ul style="list-style-type: none"> Update the Workforce Plan 		COR	<ul style="list-style-type: none"> 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
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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. <ul style="list-style-type: none"> Develop strategic asset management plans covering all nominated asset types 	<ul style="list-style-type: none"> Finalise all condition reporting as part of asset management plans Source funding to update plans 	2000	FIN	<ul style="list-style-type: none"> Plans updated Grant submissions lodged 	Q4
	<ul style="list-style-type: none"> Implement an integrated asset management system into Council's operational processes 	<ul style="list-style-type: none"> Review and Investigate assets in line with new valuation information Position paper developed for restoration, useful lives and impairment 	2000	FIN	<ul style="list-style-type: none"> Position Papers submitted 	Q4
		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Asset Disposal Policy reviewed Asset disposal strategy drafted 	Q4
		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none">Review & Update Asset Plans to Assist in Capital Budgets		FM	<ul style="list-style-type: none">1 review	Q4
8.03	Identify and work towards asset management maturity in decision making	<ul style="list-style-type: none">Review of asset management policy.		FM	<ul style="list-style-type: none">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
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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.	<ul style="list-style-type: none"> Review Business Continuity Plan for changes Develop BCP Sub Procedures/Processes 	2000	CEO/GOV	BCP reviewed and adopted	Q2
		<ul style="list-style-type: none"> Ensure all LGAQ governance checklists are met 	2000	GOV	<ul style="list-style-type: none"> Checklists completed annually in line with all relevant legislation 	Q1 ongoing
		<ul style="list-style-type: none"> Ensure Bulloo Shire Policies and Procedures are reviewed and up to date 	2000	GOV	<ul style="list-style-type: none"> Review Policies Review Procedures 	Q4
		<ul style="list-style-type: none"> Ensure adequate insurance policies are in place <ul style="list-style-type: none"> Undertake comprehensive review of asset schedules for insurance values Maintain an Insurance Claims Register 	2000	GOV	<ul style="list-style-type: none"> 100% delivered Register developed 	Q2
		<ul style="list-style-type: none"> Finalise all waterpoint agreement with landholders as part of Risk Management 		RUR	<ul style="list-style-type: none"> Complete Project 	Q4
	<ul style="list-style-type: none"> Develop and implement an ongoing community engagement plan to ensure that the community's ongoing needs are understood and met 	<ul style="list-style-type: none"> Review Corporate Plan annually as part of budget process 	2000	CEO/GOV	<ul style="list-style-type: none"> Review completed 	Q3
		<ul style="list-style-type: none"> Community Engagement is active and consultations are held regularly 	2000	CEO/GOV	<ul style="list-style-type: none"> Number of consultations held 	Q4

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	<ul style="list-style-type: none"> Ensure Council decision making represents good Governance 	<ul style="list-style-type: none"> Elected Members sign all relevant documentation in relation to council meetings 	2000	CEO/GOV	<ul style="list-style-type: none"> 100% attendance sheets signed Contact details updated annually 	Q1 – Q4
		<ul style="list-style-type: none"> Elected Members maintain disclosure requirements through electoral donations, register of interest, related party registers and MPI and COI registers. 	2000	CEO/GOV	<ul style="list-style-type: none"> 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
		<ul style="list-style-type: none"> Elected Members undergo regular training as part of their role 	2000	CEO/GOV	<ul style="list-style-type: none"> \$ expended 	Q4
		<ul style="list-style-type: none"> Review Elected Members Code of Conduct in line with legislative changes Review Model Meeting Procedure & Standing Orders for Council Meetings 	2000	CEO/GOV	<ul style="list-style-type: none"> EM Code of conduct adopted Protocol in place 	Q1
		<ul style="list-style-type: none"> Council agendas meet the publication timeframe Council Ordinary and Special meetings are minuted 	2000	CEO/GOV	<ul style="list-style-type: none"> 100% timeframe met 12 monthly minutes published 	Q1 – Q4
		<ul style="list-style-type: none"> Annual budget consultation held with public 	2000	CEO/GOV	<ul style="list-style-type: none"> Budget consultation held 	Q4
		<ul style="list-style-type: none"> Annual budget workshop and special meeting are held in line with LG Act and regulations 	2000	CEO/GOV	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Adopt an Internal Audit Plan Review Quarterly at Audit Meeting 	2000	GOV	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Continued review and development of Council's Risk Management Plan and Framework including risk register 	2000	CEO/GOV	<ul style="list-style-type: none"> Risk Management process implemented 	Q1
9.05	Develop and implement a fraud and corruption framework	<ul style="list-style-type: none"> Review Fraud Management Policy annually 	2000	GOV	<ul style="list-style-type: none"> Review complete & adopted 	Q1/Q4
		<ul style="list-style-type: none"> Review Fraud & Corruption Control Plan 	2000	GOV	<ul style="list-style-type: none"> Review complete Plan adopted Plan Implemented 	Q1
		<ul style="list-style-type: none"> Implement Fraud Risk Assessment Procedure <ul style="list-style-type: none"> Policy, Control Plan, Fraud Risk Assessment Procedure available in MAGIQ 	2000	GOV	<ul style="list-style-type: none"> 100% complete 	Q1
		<ul style="list-style-type: none"> Maintain Fraud & Corruption / Losses Register 	2000	GOV	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Review investment policy Review Revenue policy Review Debt Recovery policy 	3300	FIN	<ul style="list-style-type: none"> 3 Policy reviews 	Q4
		<ul style="list-style-type: none"> Council maintains borrowing levels in line with its debt policy and maximises its own interest revenue <ul style="list-style-type: none"> Review debt policy annually Review councils position on debt management quarterly Comply with QTC financial tool requirements Conduct financial sustainability review in November 	3300	FIN	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Review procurement policy annually Continue to support local pre-qualified program 	3500	FIN	<ul style="list-style-type: none"> Procurement policy reviewed Prequalified program in place 	Q4
		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Tender project plan delivered Procurement template reviewed 	Q4
		<ul style="list-style-type: none"> Conduct related parties test in line with council policy 		FIN	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Maintain long-term financial plan in line with QTC model as part of monthly decision making and budget development process 	3400	FIN	<ul style="list-style-type: none"> Plan reviewed by Council 	Q4

OPERATIONAL PLAN 2020-2021

Cascade Ref	Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
9.09	Undertake financial planning and modelling to ensure long-term financial sustainability	<ul style="list-style-type: none"> Develop alternative differential rating strategies. Annual public consultation/engagement as part of budget 	3100	FIN	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Council meets its internal revenue source needs through a balanced and equitable approach to the levy of rates and charges <ul style="list-style-type: none"> Implement annual budgeting processes including forecasting and analysis Carry out a Revenue Audit 	3100	FIN	<ul style="list-style-type: none"> Annual budget delivered Audit Complete 	Q4
9.11	Minimise Councils financial risk while acknowledging the requirements of our communities.	<ul style="list-style-type: none"> Council maximises external opportunities for external grants which are in line with corporate aim <ul style="list-style-type: none"> Maintain revenue officer position in grant writing Develop unfunded project and spade ready program schedule Actively submit to relevant grant rounds 	3200	FIN / GRANTS	<ul style="list-style-type: none"> Number of grants submitted 	Q2,Q4

Key Result Area:	Business Planning Framework
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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	<ul style="list-style-type: none"> Corporate Plan reviewed annually by Council and senior staff 	2000	CEO	<ul style="list-style-type: none"> Annual workshop 	Q4
		<ul style="list-style-type: none"> Quarterly Operational plans reported to Council 	2000	All Managers	<ul style="list-style-type: none"> Quarterly reporting 	Q1 – Q4

		<ul style="list-style-type: none"> Quarterly budget revisions to be presented to Council 		FIN	<ul style="list-style-type: none"> 3 Reviews complete 	Q4
		<ul style="list-style-type: none"> Maintain Council's corporate website with all legislative requirements <ul style="list-style-type: none"> Conduct annual compliance check 	2000	CEO/GOV	<ul style="list-style-type: none"> Website 100% compliant 	Q1,Q2, Q3,Q4



Debt Policy

CONTROL:

Policy Type:	Financial
Authorised by:	Council
Head of Power:	Section 192 of the Local Government Regulation 2012
Responsible Officer:	Finance Services Manager
Responsibilities:	Nil
Adopted / Approved:	16 June 2020; Resolution 2020/148
Last Reviewed:	June 2020
Review:	June 2021 Note: This Policy is reviewed annually and should be included with Council's current Budget documentation.

1. INTRODUCTION

1.1 PURPOSE:

The purpose of this Policy to provide guidelines for those who work for Bulloo Shire Council ("Council") in respect to its approved strategies for borrowings for the Financial Year 2020-21.

1.2 POLICY OBJECTIVES:

The objectives of this Policy are to ensure that Council's intent with respect future borrowing is consistent with its annual Budget projections and approved long term strategies.

1.3 COMMENCEMENT OF POLICY:

This Policy will commence on adoption. It replaces all other specific Borrowing policies of Council (whether written or not).

1.4 SCOPE:

This policy applies to all Council employees, however particularly impacts the work scope of the Council Chief Executive Officer and Manager of Financial Services.

2. POLICY

2.1 CONTEXT:

The context of this Policy aims to ensure a clear and concise approach is undertaken in respect to Council's approved strategy for long term borrowing.

2.2 POLICY STATEMENT:

In developing a Long Term Financial Plan, borrowing is identified as an alternative source for funding major capital projects.

To achieve long term financial sustainability, Council will adopt the strategies outlined in Section 3.

3. STANDARDS AND PROCEDURES

3.1 KEY PRINCIPLES

3.1.1 Council's approved strategies are detailed below:

3.1.1.1 Council will only borrow funds for new capital projects that provide an economic return and for which no other funding sources are available, or assets that contribute to the functioning of core Council activities.

3.1.1.2 External borrowings will be limited to the funding of those major items of physical infrastructure:

3.1.1.2.1 whose life will exceed the term of any loans borrowed for the same; and

3.1.1.2.2 which cannot be funded from the revenue sources of the Council.

3.1.1.3 Council will review, at least annually, its forward projections for reserves, borrowings and major capital funding and all decisions to undertake further borrowings take into account the projected reserves for the activity relative to the works to be financed.

3.2 CONSIDERATIONS

3.2.1 Based on Council's most recent review of its capital funding requirements, the following borrowings are identified as being required for the current financial year and the next nine financial years.

To maximize the use of its funds Council will borrow internally from amounts set aside for reserves where these are not required immediately. The extent of this borrowing is limited by the Internal Borrowings policy to a term of 5 years and a total amount of \$2m at any one time.

External Borrowings in \$'000

Loan	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Housing	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Building	5,000	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

Internal Borrowings

Loan	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Plant	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

3.2.2 Loan Position

The following table sets out the status of Council's loan liability over the coming 2020-21 financial year.

Loan	Original Loan Amount \$'000	Liability as at 30 June 2020 \$'000	New Loan 2020-21 \$'000	Repayment Principal 2019-20 \$'000	Liability as at 30 June 2021 \$'000
External Loans	0	0	5,000	0	5,000
Total	0	0	0	0	0

Existing borrowings have been repaid.

External new borrowings will be repaid over a period of 10 years.

Internal new borrowings will be repaid over a period of 5 years.

4. REFERENCE AND SUPPORTING INFORMATION**4.1 DEFINITIONS:**

To assist in interpretation, the following definitions shall apply:

Word / Term	Definition
Council	means Bulloo Shire Council.

4.2 RELATED POLICIES, LEGISLATION AND DOCUMENTS:

Links to supporting documentation
Section 192 of the Local Government Regulation 2012



Investment Policy

CONTROL:

Policy Type:	Financial
Authorised by:	Council
Head of Power:	<ul style="list-style-type: none"> Local Government Act 2009; Local Government Regulation 2012; and Statutory Bodies Financial Arrangements Act 1982.
Responsible Officer:	Finance Services Manager
Responsibilities:	Statutory compliance
Adopted / Approved:	16 June 2020; Resolution 2020/146
Last Reviewed:	June 2020
Review:	July 2021 Note: This Policy is reviewed annually and should be included with Council's current Budget documentation.

1. INTRODUCTION

1.1 PURPOSE:

Council has a number of duties and responsibilities when investing funds. These are outlined in Sections 47 and 48 of the Statutory Bodies Financial Arrangements Act 1982 (SBFA).

The SBFA requires a statutory body to use its best efforts to invest its funds:

- at the most advantageous interest rate available to it at the time of the investment for an investment of the proposed type; and
- in a way it considers is most appropriate in all the circumstances.

Further, the SBFA requires that a statutory body must keep records that show it has invested in the way most appropriate in all the circumstances.

1.2 POLICY OBJECTIVES:

The purpose of this policy is to prescribe the circumstances and terms on which Council may invest its funds.

1.3 COMMENCEMENT OF POLICY:

This Policy will commence on adoption. It replaces all other specific Investment policies of Council (whether written or not).

1.4 SCOPE:

This policy applies to all Council employees, in the investment of all funds by Council.

2. POLICY

2.1 CONTEXT:

The context of this Policy aims to ensure a clear and concise approach is undertaken in respect to investments of Council funds.

2.2 POLICY STATEMENT:

It is Council's intention that all Council funds not immediately required for financial commitments be invested and that the investment vehicles used maximise Council earnings when taking into account counterparty, market and liquidity risks.

3. STANDARDS AND PROCEDURES

3.1 KEY PRINCIPLES

- 3.1.1 All Council funds not immediately required for financial commitments are to be invested.
- 3.1.2 Investment vehicles used should maximise Council earnings when taking into account counterparty, market and liquidity risks.

3.2 SPECIFIC AND STANDARD

3.2.1 Placement of Investment Funds

- 3.2.1.1 Section 44 (1) of the Statutory Bodies Financial Arrangements Act 1982 authorises that investments comprise of the following;
 - 3.2.1.1.1 Deposits with a financial institution;
 - 3.2.1.1.2 Investment arrangements accepted, guaranteed or issued by or for the Commonwealth or a State or a financial institution;
 - 3.2.1.1.3 Other investment arrangements secured by investment arrangements accepted, guaranteed or issued by or for the Commonwealth or a State or a financial institution;
 - 3.2.1.1.4 Investments with QIC Cash Trust, QIC Pooled Cash Fund, QTC Cash Fund, QTC 11am Fund or QTC Debt Offset Facility;
 - 3.2.1.1.5 An investment arrangement with a rating prescribed under a regulation for this paragraph; and
 - 3.2.1.1.6 Other investment arrangements prescribed under a regulation for this paragraph.
- 3.2.1.2 Section 44 (2) of the SBFA states that the investment must be;
 - 3.2.1.2.1 At call; or
 - 3.2.1.2.2 For a fixed time of not more than one (1) year.

3.2.2 Quotation on Investment

- 3.2.2.1 Not less than two (2) quotations shall be obtained from authorised institutions whenever a new investment is proposed.
- 3.2.2.2 The best quote on the day will be successful after allowing for administrative and banking costs, as well as having regard risk factors. This to be chosen by the Chief Executive Officer or his nominated delegate.
- 3.2.2.3 An exemption applies to the requirement to obtain quotes where funds are invested with QTC.
- 3.2.2.4 Investments held with QTC cash fund will be benchmarked against other investments or quoted investment rates half yearly to ensure Council is receiving the most advantageous rate given the risk/return trade-off.
- 3.2.2.5 When investing funds Council staff should aim to minimise the risk to the financial instruments. As such, the authorised investments must be from one of the following:
 - 3.2.2.5.1 Interest bearing deposits with a licensed bank;
 - 3.2.2.5.2 Deposits with Queensland Treasury Corporation (QTC); or
 - 3.2.2.5.3 Deposits with a credit union or building society specifically approved by Council.

3.2.3 Term to Maturity

- 3.2.3.1 Council's investment portfolio should be realisable, without penalty, in a reasonable time frame.
- 3.2.3.2 The term to maturity of Council investments should not exceed one (1) year.

3.2.4 Internal Controls

- 3.2.4.1 Council is, at all times, to have in place appropriate controls to prevent the fraudulent use of public monies. The following controls detail the minimum that is required:
 - 3.2.4.1.1 A person is to be identified as the responsible officer for the investment function;
 - 3.2.4.1.2 All investments are to be authorised by the Chief Executive Officer or nominated delegate;
 - 3.2.4.1.3 Confirmation advices from the Financial Institution are to be attached to the Investment Authorisation Form as evidence that the investment is in the name of Bulloo Shire Council; and
 - 3.2.4.1.4 A person, other than the Responsible Officer, is to perform the bank reconciliation at the end of each month (alternatively, the reconciliation needs to be reviewed by another officer).

3.2.5 Record Keeping

3.2.5.1 Section 48 of the SBFA states that:

"A security, safe custody acknowledgment or other document evidencing title accepted, guaranteed or issued for an investment arrangement must be held by the statutory body or in another way approved by the Treasurer".

3.2.5.2 This is Council's current practice and will be continued as part of the investment procedures.

3.2.5.3 The procedure for the investment of Council funds is to be documented and followed at all times.

3.2.6 Legislative Requirements

3.2.6.1 Council is, at all times, to comply with legislation applicable to the investment function within Local Governments.

3.2.6.2 Council will utilise its Category 1 Investment Powers under the SBFA to earn interest revenue on its operating funds to supplement Council's other sources of revenue.

4. REFERENCE AND SUPPORTING INFORMATION

4.1 DEFINITIONS:

To assist in interpretation, the following definitions shall apply:

Word / Term	Definition
Council	means Bulloo Shire Council.
SBFA	Statutory Bodies Financial Arrangements Act 1982

4.2 RELATED POLICIES, LEGISLATION AND DOCUMENTS:

Links to supporting documentation
Local Government Regulation 2012 – Section 191



Revenue Policy

CONTROL:

Policy Type:	Financial
Authorised by:	Council
Head of Power:	<ul style="list-style-type: none"> • <i>Local Government Act 2009; and</i> • <i>Local Government Regulation 2012</i>
Responsible Officer:	Finance Services Manager
Adopted / Approved:	16 June 2020; Resolution 2020/147
Last Reviewed:	June 2020
Review:	June 2021 Note: This Policy may be included with Budget documents and as such, must be reviewed annually, together with the Budget, however may be amended at any time.

1. INTRODUCTION

1.1 PURPOSE:

The Revenue Policy is intended to be a strategic document. Its adoption, in advance of setting the budget, allows Council to set out the principles that it will use to set its budget and to identify in broad terms the general strategy to be used for raising revenue, and setting of funds aside into reserves.

This Revenue Policy will be of interest to ratepayers, federal and state departments, community groups and other interested parties seeking to understand the revenue policies and practices of Council.

1.2 POLICY OBJECTIVES:

The objective of this Policy is to identify the planning framework within which Council operates and to set out details of the principles applied by Council in:

- Levying of rates and charges;
- Recovering overdue rates and charges;
- Granting rebates and concessions; and
- Cost recovery fees.

1.3 COMMENCEMENT OF POLICY:

This Policy will commence on adoption. It replaces all other specific Revenue policies of Council (whether written or not).

1.4 SCOPE:

This policy applies to all revenue and rating functions of Council and as such, all employees, particularly those employees directly involved in such operations.

2. POLICY

2.1 CONTEXT:

The context of this Policy aims to ensure a clear and concise approach is undertaken in respect to the intended principles strategies for the raising revenue, and setting of funds aside into reserves.

2.2 POLICY STATEMENT:

Council will be guided by the principles of user pays in the making of rates and charges so as to minimise the impact of rating on the efficiency of the local economy and to meet the range and standard of services offered to and demanded by Council's stakeholders.

Council will also have regard to those Standards and Procedures outlined in Section 3 of this Policy.

3. STANDARDS AND PROCEDURES

3.1 KEY PRINCIPLES

3.1.1 Planning Framework

3.1.1.1 The Local Government Act 2009 sets a general planning framework within which Council must operate. There are a number of elements to the planning framework including the preparation and adoption of a Corporate Plan, Operational Plan and an Annual Budget.

3.1.1.2 Section 193 of the Local Government Regulation 2012 also requires each Local Government to adopt a Revenue Policy prior to the start of the financial year to which it relates.

3.1.1.3 Council considers that the best way of setting its revenue objectives, and to achieve them, is to effectively plan through each of the elements of the planning framework. The revenue policy effectively cascades down from the Corporate Plan. Council's 2017 – 2021 Corporate Plan includes the following objective:

'..Efficient and effective management of Council's corporate services, assets and resources..'

- 3.1.1.4 This will be achieved by maintenance of Council's existing revenue sources through the following strategies:

'..Maintaining an equitable system of rating and charges through annual review of the rating and charging structures..'; and
'.. Maximising other revenue sources, grants and subsidies..'

3.2 SPECIFIC AND STANDARD

3.2.1 Making of Rates and Charges

- 3.2.1.1 In general, Council will be guided by the principles of user pays in the making of rates and charges so as to minimise the impact of rating on the efficiency of the local economy and to meet the range and standard of services offered to and demanded by Council's stakeholders.

- 3.2.1.2 Council will also have regard to the principles of:

- 3.2.1.2.1 Transparency in the making of rates and charges;
- 3.2.1.2.2 Having in place a rating regime that is simple and inexpensive to administer;
- 3.2.1.2.3 Equity by taking account of the different capacity of land to generate income within the local community, and the burden the use of the land imposes on Council services;
- 3.2.1.2.4 Responsibility in achieving the objectives, actions and strategies in Council's Corporate and Operational Plans;
- 3.2.1.2.5 Flexibility to take account of changes in the local economy;
- 3.2.1.2.6 Environmental conditions, particularly drought conditions that will have a suppressing impact upon the economic, social and financial recovery of the local region;
- 3.2.1.2.7 Maintaining local region services and assets to an appropriate standard;
- 3.2.1.2.8 Meeting the needs and expectations of the general community; and
- 3.2.1.2.9 Assessing availability of other revenue sources.

3.2.2 Levying of Rates

- 3.2.2.1 In levying rates Council will apply the principles of:

- 3.2.2.1.1 Making clear what is Council's and each ratepayers' responsibility to the rating system;
- 3.2.2.1.2 Making the levying system simple and inexpensive to administer;
- 3.2.2.1.3 Timing the levying of rates to take account the financial cycle of local economic, social and environmental conditions in order to assist smooth running of the local economy;

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- 3.2.2.1.4 Adjusting the way general rates are charged in response to fluctuations in valuations combined with economic and seasonal factors affecting major local industries; and
 - 3.2.2.1.5 Equity through flexible payment arrangements for ratepayers with lower capacity to pay.
 - 3.2.3 Recovery of Rates and Charges
 - 3.2.3.1 Council will exercise its rate recovery powers in order to reduce the overall rate burden on ratepayers. It will be guided by the principles of:
 - 3.2.3.1.1 Transparency by making clear the obligations of ratepayers and the processes used by Council in assisting them to meet their financial obligations;
 - 3.2.3.1.2 Making the processes used to recover outstanding rates and charges clear, simple to administer and cost effective;
 - 3.2.3.1.3 Equity having regard to capacity to pay in determining appropriate arrangements for different sectors of the community;
 - 3.2.3.1.4 Providing the same treatment for ratepayers with similar circumstances; and
 - 3.2.3.1.5 Flexibility by responding where necessary to changes in the local economy and environmental conditions (including recovery from drought).
 - 3.2.4 Concessions For Rates and Charges
 - 3.2.4.1 In considering the application of concessions, Council will be guided by the principles of:
 - 3.2.4.1.1 The same treatment for ratepayers with similar circumstances;
 - 3.2.4.1.2 Transparency by making clear the requirements necessary to receive concessions;
 - 3.2.4.1.3 Flexibility to allow Council to respond to local economic and environmental issues; and
 - 3.2.4.1.4 Fairness in considering the provision of community service concessions.
 - 3.2.4.2 Council may give consideration to granting a class concession in the event of all or part of the Council area experiencing a natural disaster, environmental disaster or similar event.
 - 3.2.4.3 Council may provide a concession to eligible pensioners for general rates to ease the burden of cost of living.
 - 3.2.4.4 Council will also consider a concession of whole or part of the general rate levied on organisations or entities that meet the criteria detailed under the Local Government Act 2009.
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3.2.5 Council Reserves

- 3.2.5.1 Council constrains funds in reserves that are intended to meet specific future operating and capital requirements of the community. The funds in reserves are all backed by cash held in QTC investments except where they are the subject of internal borrowings.

3.2.6 Developer Contributions

- 3.2.6.1 While it is expected that developers will contribute to new physical and social infrastructure when they commence a new development, the amount of their contribution and how much of the infrastructure they fund may vary. This will depend on many factors and will be assessed for each development. The processes used in determining the contribution, however will be transparent, fair and equitable.

4. REFERENCE AND SUPPORTING INFORMATION

4.1 DEFINITIONS:

To assist in interpretation, the following definitions shall apply:

Word / Term	Definition
Council	means Bulloo Shire Council.

4.2 RELATED POLICIES, LEGISLATION AND DOCUMENTS:

Links to supporting documentation
Local Government Regulation 2012 – Section 193

Revenue Statement

Purpose

The Purpose of this Revenue Statement is to set out the revenue measures adopted by Council to frame its 2020-21 Budget. Specifically, the Revenue Statement: -

1. Explains the rates and charges to be made or levied in the financial year.
2. Outlines rebates and concessions available on rates and charges levied by Council
3. Establishes limitation in increases in rates and charges
4. Criteria used to decide the amount of regulatory fees.
5. Establishes the extent by which physical and social infrastructure is to be funded by charges for the development giving rise to the infrastructure need.
6. Outlines whether Council intends to maintain, decrease or increase the operating capability of the local government.
7. Determines the extent to which Council will fully fund depreciation.

Legislative Requirement

This Revenue Statement is required under section 172 (Revenue Statement) of the *Local Government Regulations 2012*

Explanation of Rates and Charges Levied for 2020-21

Rates are levied according to the principles outlined in Council's Revenue Policy.

Differential General Rates

In accordance with section 15 (Categorisation of Land for Differential General Rates) of the LGR, Council has adopted a differential general rating scheme.

Council has identified twenty one (23) categories of land for rating purposes, attached hereto. Each differential rate category attracts a different rate in the dollar of its unimproved capital value according to Council's assessment of:-

- The rateable value of the land and the rates which would be payable if only one general rate were adopted;
- the level of general services provided to the land and the cost of providing the services compared to the rate burden that would apply under a single general rate;
- the use of the land in so far as it relates to the extent of utilisation of Council's services
- Location and access to services.

Minimum General Rate [section 77]

Council recognises that every rateable property in the shire receives a basic level of service from Council, and as such, sets a minimum general rate over all rate categories to ensure that all rateable properties contribute an equitable amount compared to other ratepayers for the basic level of service they receive.

Category	Criteria	2020-21 Rate in \$	2020-21 Minimum
Vacant and Residential Land			
1	All land within the Township of Thargomindah (i.e. inside the Town Common fence) that has a primary land use code designated as vacant land, horses /animal special or a reservoir.	7.76128	\$422.00
2	All land within the Township of Hungerford that has a primary land use code designated as vacant land, horses /animal special or a reservoir.	7.57482	\$311.00
3	All land within the Township of Noccundra that has a primary land use code designated as vacant land, horses /animal special or a reservoir.	335.87500	\$311.00
4	All other land not identified in another category that has a primary land use code designated as vacant land, horses /animal special or a reservoir.	11.67678	\$358.00
5	All land within the Township of Thargomindah (i.e. inside the Town Common fence) that has a primary land use code designated as a single unit dwelling, multi-unit dwelling, large home site or Outbuildings.	9.55042	\$358.00
6	All land within the Township of Hungerford that has a primary land use code designated as a single unit dwelling, multi-unit dwelling, large home site or Outbuildings.	7.57108	\$302.00
Commercial and Industrial land			
7	All land within the Township of Thargomindah (i.e. inside the Town Common fence) that has a primary land use code designated as commercial, special use commercial or general.	9.55240	\$430.00
8	All land within the Township of Hungerford that has a primary land use code designated as commercial, special use commercial or general.	9.65194	\$372.00
9	All land within the Township of Noccundra that has a primary land use code designated as commercial, special use commercial or general.	324.51870	\$359.00
10	All other land not identified in another category that has a primary land use code designated as commercial, special use commercial or general.	38.10974	\$372.00
11	All land within the Township of Thargomindah (i.e. inside the Town Common fence), not identified in another category, that has a primary land use code designated as transport and storage or industrial.	10.78108	\$430.00
Rural Lands			
12	All land greater than 100 Ha but less than 1,000 Ha that has a primary land use code designated as grazing or agricultural.	1.51156	\$311.00
13	All land greater than 1,000 Ha that has a primary land use code designated as grazing or agricultural.	2.68832	\$383.00

Intensive Industry and Other Lands			
14	All land recorded in Council's land record as being used for the production (extraction) of Oil and / or Gas / Petroleum and / or the treatment thereof, currently identified as the Jackson and Naccowlah Oil and Gas Facility.	94.12314	\$622.00
15	All land recorded in Council's land record as being used for the production (extraction) of Gas Petroleum and/or Oil identified as the South West Queensland Gas Centre.	11,647.00558	\$622.00
16	All other land used for the production of oil and/or gas not included in Category 14 or 15 generally known as other petroleum leases in the Shire.	16.46520	\$622.00
17	All other land with a primary land use designated 'extractive' generally used for the extracting of precious metals and/or gemstones.	56.82180	\$311.00
18	All other land in the shire.	73.07544	\$383.00
19	All land predominately used for providing intensive accommodation capable of accommodating 50 or more but less than 100 persons (other than travelling public) in rooms, suites or caravan sites specifically built or provided for this purpose.	2.45608	\$11,256.00
20	All land predominately used for providing intensive accommodation capable of accommodating 100 or more but less than 200 persons (other than travelling public) in rooms, suites or caravan sites specifically built or provided for this purpose.	2.45608	\$22,512.00
21	All land predominately used for providing intensive accommodation capable of accommodating 200 or more persons (other than travelling public) in rooms, suites or caravan sites specifically built or provided for this purpose.	2.45608	\$45,025.00
22	All mining claims over land that is 900m ² or less.	0.00	\$150.00
23	All mining claims over land that is larger than 900m ² .	0.00	\$450.00

Utility Charges [section 99]

Utility charges will be set on an annual basis having regard to the costs associated with providing the services. Rates will be determined with reference to maintaining assets and providing services and will generally reflect a user pays principle. Allowances will be made to balance the user pays system and to provide a service to ratepayers and/or the community at large at an affordable price.

Water Rates

Hungerford Water Rates

Council provides a dual water supply to all properties within the serviced area – a raw water supply for garden use and a treated supply for human consumption. Both Water Supplies attract a base infrastructure or access charge recognising that the properties have access to the water supplies. The treated water supply attracts a second charge based on the property's consumption of treated water, reflecting a user pays methodology as well as fulfilling a demand management role.

Vacant properties attract a water access charge recognising that a water service is available to the land as water infrastructure has been installed ready to supply the property once it is occupied.

Description	Units	2020-21 Charge
Each residence – Treated or Bore and Untreated Water	Water – Access Charge	\$452.86
Water – Consumption Charge – Treated or Bore Water Only	Per kL	\$1.12

Thargomindah Water Rates

Council provides a water reticulation system to all properties within the serviced area of the township of Thargomindah. The charging system includes the following descriptions and is defined by:

Charge Description	Definition	2020-21 Charge
Water – Access Charge	Charge applied to each parcel of land in the water area that has the potential to be connected to the water scheme, but is not connected.	\$321.18
Water – Connected Charge	Charge applied to a vacant land, single unit dwelling and each unit of a multi-unit dwelling that is connected to the water scheme.	\$501.22
Water – Commercial Unit Charge	Charge applied to each unit identified in the Commercial Water Unit Table	\$ 83.53

At present, not all properties are metered. Council operates a rating regime based on an indicative allocation per property with a water connection. It is Council's intention in the future to install water meters allowing a two part tariff charging regime, commencing with those assessments charged the Commercial Water Unit Charge. Once meters are installed a review of the utility charging methodologies

will be conducted with the aim to adopting a new charging system to replace the current unit based approach for commercial properties.

In recognising that the water network can service a much larger customer base and that existing connections should not recover all system costs, these charges are established to recover at least **35%** of the costs of providing this service. The costs include operating and maintenance costs together with a component seeking to recover an amount towards future replacement and augmentation of the system.

Vacant properties attract a water access charge recognising that a water service is available to the land as water infrastructure has been installed ready to supply the property once it is occupied.

Water – Commercial Units

Class	Description	Units
03	Shops Government Offices, Buildings and Other Premises	6
04	Business & Commercial Premises with Residence (Attached or separate)	16
05	Cafes	10
06	Caravan Parks	25
07	Churches	3
08	Community Centre	10
09	Council Depot or Store	25
10	Electrical Supply Authority Workshop	6
11	Not allocated	
12	Hall	10
13	Hospital / Medical Clinic	25
14	Hotel / Motel	25
15	Motel / Restaurant	20
16	Laundromat	15
17	Office, Workshop & Store	12
18	Parks	20
19	Post Office	6
20	Racecourse / Showgrounds/Rural	10
21	School	30
22	Service Stations (Mechanical Repairs)	12
23	Shire Office	10
24	Swimming Pool	25
25	Telephone Exchange	6
26	Any other building not specified	6

Sewerage Rates

Council provides a vacuum sewerage reticulation system within the township of Thargomindah. The charging system includes the following descriptions and is defined by:

Charge Description	Definition	2020-21 Charge
Sewerage – Access Charge	Charge applied to each parcel of land in the sewer area that has the potential to be connected to the sewer scheme, whether connected or not.	\$ 244.07
Sewerage – Connected Charge	Charge applied to a single unit dwelling, each unit of a multi-unit dwelling, each room in workers accommodation and the 1 st pedestal at all other connected allotments.	\$ 488.13
Sewerage – Additional Pedestal	After the Sewerage – Connected Charge, the Charge applied to each additional non-residential pedestal (including urinal cistern) that is connected to the sewer scheme.	\$ 244.07

Garbage Charges

Council provides a garbage collection service and disposal facilities within the township of Thargomindah. The charging system includes the following descriptions and is defined by:

Description	Charging Basis	2020-21 Charge
Garbage – Domestic Environmental Charge	Charge applied to each domestic assessment within Thargomindah to contribute towards to costs of providing the recycling and waste transfer facilities.	\$ 25.06
Garbage – Commercial Environmental Charge	Charge applied to each commercial assessment within Thargomindah to contribute towards to costs of providing the recycling and waste transfer facilities.	\$ 50.13
Garbage – Domestic Collection	Charge for one refuse bin of up to 240L to be collected and disposed of once per week from each domestic premises. Each additional bin will be each charged another Garbage – Domestic Collection.	\$ 188.16
Garbage – Commercial Collection	Charge for one refuse bin of up to 240L to be collected and disposed of twice per week from each commercial premises. Each additional bin will be each charged another Garbage – Commercial Collection.	\$ 362.98

All properties within the garbage service area are charged a *Garbage Collection Charge* as defined above. Because the garbage collection can service a much larger number of properties than the number in the town, the council considers that the charge for garbage collection should cover 50% of the operating costs

excluding capital costs. The council intends to reduce the impact of this charge by phasing the new charges in over the next three year period.

A *Garbage Environmental Charge* was established in 2013-14 to partly fund the operation and maintenance of council refuse tips and recycling facilities. As the operational costs of these facilities are rising, council intends to phase in reasonable increases over the next three years to cover costs.

All occupied properties within the service area attract the *Garbage Environmental* and *Collection Charges* irrespective of whether they use the service or not. Council maintains that all levels of occupancy of land generate refuse that requires disposal at a central point. As such, all occupied land owners receive a collection and disposal service, it is their choice whether they take advantage of the collection service.

Average Residential Assessment Rate Increase

The below table displays a comparison of the 2020-21 rates and charges for an average residential assessment in Thargomindah.

Description	2019-20 Charge	2020-21 Charge
Average General Rates	\$ 421.41	\$ 428.37
Water – Connected Charge	\$ 481.95	\$ 501.23
Sewerage – Connected Charge	\$ 469.35	\$ 488.12
Garbage – Domestic Environmental Charge	\$ 24.11	\$ 25.07
Garbage – Domestic Collection	\$ 180.92	\$ 188.16
Total	\$ 1,577.74	\$ 1,640.85

Rating Frequency

For the purposes of Section 107 of the *Local Government Regulation 2012*, Bulloo Shire Council will levy rates on a half yearly basis covering the periods:

- 1 July 2020 – 31 December 2020
- 1 January 2021 – 30 June 2021

Interest on Overdue Rates and Charges

Council discourages the avoidance of responsibilities for meeting rates and charges debts and to this end Council will impose interest on rates and charges which remain unpaid and therefore overdue, from the end of the discount period.

The rate of interest will be determined annually by resolution at the budget meeting.

The rate of interest for the 2020-21 financial year is 8.53% compounding daily.

Discount for Prompt Payment of Rates

To encourage the prompt payment of rates and charges, a discount will be allowed in respect of all rates and charges: -

- (a) Paid within 30 days after the date of issue of a rate notice.
- (b) Paid after 30 days if special circumstances apply

The rate of discount will be determined annually by resolution at the budget meeting.

The rate of discount for the 2020-21 financial year is 3%.

Rebates and Concessions

Pensioner Remissions

Council grants pensioner remissions according to following principles: -

- Pensioners who comply with the conditions required for State rate remissions will be granted a remission equivalent to 20% of total rates and charges with a maximum subsidy payable of \$200 per annum.
- Aged, invalid, war service, war widows, widows or other approved pensioners who comply with the above conditions will be granted a remission.
- A remission of the rates granted to aged pensioner(s) in conformity with the foregoing conditions shall be allowed in each year without further application so long as the pensioner(s) remain qualified to receive such remission.
- In genuine cases of hardship Council may grant a concession in respect of any of the charges imposed by the Council to Pensioners, charitable, non-profit or community organisations on application.

Limitations on Increases in rates and charges (Sec 116)

Council proposes to include a limitation on the increase in the amount of the general rate on all rateable land in the following differential rating categories

Category	Description	Limitation on increase
1	Vacant land – Thargomindah	20%
5	Residential – Thargomindah	40%
11	Industry – Thargomindah	20%
13	Rural Land > 1,000 ha	20%

State Fire Levy

The Council has a legal obligation to collect the *Emergency Management, Fire & Rescue Levy* in accordance with the Queensland Fire and Emergency Services Act 1990. The levy is applied to all prescribed properties under the Fire and Rescue Service Act 1990.

The levies are set by *Regulation (The Fire and Emergency Services Regulation 2011)* and vary according to the classification of the property and class of district in which the property is situation, and are therefore outside Bulloo Shire Council's discretion.

General and Regulatory Fees

General charges shall be set by Council at an amount considered reasonable and relevant to the service or facility provided, based on the principles outlined in Council's Revenue Policy.

Funding of Physical and Social Infrastructure by Developers

The Council will negotiate with any proposed new developer in relation to any extraordinary costs involved in providing or extending roads, water sewerage, stormwater drainage or other service to the proposed development.

Funding of Depreciation

Council will charge depreciation on its assets in accordance with the requirements of the relevant Australian Accounting Standards. The cash equivalent of this depreciation will be used to replace Council's non-current assets. It is Council's intention to fully fund depreciation.