



Bulloo  
Shire

# Budget 2019-2020



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**Bulloo Shire Council**  
**2019-20 Budget**

## **Mayors Message**

Council's budget for the 2019/20 year is a sound and sensible budget. 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 5% 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.

Apart from Plant purchases to the extent of \$1.4 million, Council will be spending \$80 000 on the Bulloo Downs Bridge to make it safer, \$4.6 Million dollars on roads with a combination of Grant and revenue funds

Council will be spending \$50 000 on developing a concept plan 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. We will then be seeking grant funding of \$200 000 to commence construction of another block of units similar to what is currently existing in Sam Street.

We will be spending \$45 000 to construct a Communication tower in Hungerford in conjunction with Telstra to enable a mobile black spot to be opened up. Another \$1 000 000 in TIDS is being spent to put more seal on the Quilpie road to start closing the missing links and an additional \$525 000 will be spent on Kerb and Channelling and intersections reseals in Thargomindah. These are just some of the things we have planned but, as I have said, this budget shows a sensible approach to development whilst at the same time reducing our debt.

As Mayor, I am proud to present this budget for 2019/20.

Cr John Ferguson  
**Mayor**

## **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 2019-20 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 2.65% which is the rate currently received on our deposits with Queensland Treasury Corporation (QTC).

Interest rates on existing borrowings are 4.717%, 4.256%, and 4.671%, depending on when the funds were borrowed.

#### **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 2018-19 projects that were not completed by 30 June 2019 should be considered for inclusion in the 2019-20 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 2019-20, Council forecasts a balanced Net 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**  
**2019-20 Budget**

## Ten Year Financial Forecast

BULLOO SHIRE COUNCIL															
Ten Year Financial Forecast															
Operating Statement															
For the Years ended 30 June 2019 - 2031															
	Actual 18/19	Amended 18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	
<b>Operating Revenue</b>															
Rates and Utility Charges	5,003,551	5,003,445	5,157,795	5,312,529	5,471,905	5,636,062	5,805,144	5,979,298	6,158,677	6,343,437	6,533,740	6,729,753	6,931,645	7,139,595	
Less: Discount Allowed	(145,026)	(143,490)	(146,803)	(151,207)	(155,743)	(160,416)	(165,228)	(170,185)	(175,290)	(180,549)	(185,966)	(191,545)	(197,291)	(203,210)	
<b>Total</b>	<b>4,858,525</b>	<b>4,859,955</b>	<b>5,010,992</b>	<b>5,161,322</b>	<b>5,316,161</b>	<b>5,475,646</b>	<b>5,639,916</b>	<b>5,809,113</b>	<b>5,983,387</b>	<b>6,162,888</b>	<b>6,347,775</b>	<b>6,538,208</b>	<b>6,734,354</b>	<b>6,936,385</b>	
<b>Fees and Charges</b>	<b>57,693</b>	<b>45,600</b>	<b>46,060</b>	<b>47,442</b>	<b>48,865</b>	<b>50,331</b>	<b>51,841</b>	<b>53,396</b>	<b>54,998</b>	<b>56,648</b>	<b>58,347</b>	<b>60,098</b>	<b>61,901</b>	<b>63,758</b>	
Interest	436,174	421,670	347,960	358,399	369,151	380,225	391,632	403,381	415,482	427,947	440,785	454,009	467,629	481,658	
Rental Income	258,373	330,500	321,700	331,351	341,292	351,530	362,076	372,938	384,127	395,650	407,520	419,746	432,338	445,308	
Recoverable Works	2,462,383	2,093,000	2,649,000	2,728,470	2,810,324	2,894,634	2,981,473	3,070,917	3,163,045	3,257,936	3,355,674	3,456,344	3,560,034	3,666,836	
Gain on Sale of Developed Land	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grants and Subsidies	4,030,964	6,711,181	6,667,017	6,792,222	6,995,988	7,205,868	7,422,044	7,644,705	7,874,046	8,110,268	8,353,576	8,604,183	8,862,308	9,128,178	
<b>Total Operating Revenues</b>	<b>12,104,112</b>	<b>14,461,906</b>	<b>15,042,729</b>	<b>15,419,205</b>	<b>15,881,781</b>	<b>16,358,234</b>	<b>16,848,981</b>	<b>17,354,451</b>	<b>17,875,084</b>	<b>18,411,337</b>	<b>18,963,677</b>	<b>19,532,587</b>	<b>20,118,565</b>	<b>20,722,122</b>	
<b>Operating Expenditure</b>															
Administration and Governance	2,996,635	3,729,927	3,815,716	3,930,187	4,048,093	4,169,536	4,294,622	4,423,461	4,556,164	4,692,849	4,833,635	4,978,644	5,128,003	5,281,843	
Community Services Costs	2,145,774	2,755,586	2,325,274	2,395,032	2,466,883	2,540,890	2,617,116	2,695,630	2,776,499	2,859,794	2,945,588	3,033,955	3,124,974	3,218,723	
Infrastructure Operations	1,672,457	1,944,200	1,609,560	1,657,847	1,707,582	1,758,810	1,811,574	1,865,921	1,921,899	1,979,556	2,038,942	2,100,111	2,163,114	2,228,007	
Recoverable Works Costs	1,702,589	1,713,000	2,163,000	2,227,890	2,294,727	2,363,569	2,434,476	2,507,510	2,582,735	2,660,217	2,740,024	2,822,224	2,906,891	2,994,098	
Net Plant Operating Costs	(1,378,837)	(1,547,906)	(1,335,500)	(1,375,565)	(1,416,832)	(1,459,337)	(1,503,117)	(1,548,211)	(1,594,657)	(1,642,497)	(1,691,771)	(1,742,525)	(1,794,800)	(1,848,644)	
Health and Environmental Costs	523,456	733,300	741,250	763,488	786,392	809,984	834,283	859,312	885,091	911,644	938,993	967,163	996,178	1,026,063	
Finance Costs	103,933	140,435	115,097	118,550	122,106	125,770	129,543	133,429	137,432	141,555	145,801	150,175	154,681	159,321	
Depreciation	4,992,896	4,433,000	4,445,152	4,503,701	4,638,812	4,777,976	4,921,315	5,068,955	5,221,023	5,377,654	5,538,984	5,705,153	5,876,308	6,052,597	
Works Administration Costs	975,329	1,191,315	1,163,180	1,198,075	1,234,018	1,271,038	1,309,169	1,348,444	1,388,898	1,430,565	1,473,482	1,517,686	1,563,217	1,610,113	
<b>Operating Result</b>	<b>13,734,232</b>	<b>15,092,857</b>	<b>15,042,729</b>	<b>15,419,205</b>	<b>15,881,781</b>	<b>16,358,234</b>	<b>16,848,981</b>	<b>17,354,451</b>	<b>17,875,084</b>	<b>18,411,337</b>	<b>18,963,677</b>	<b>19,532,587</b>	<b>20,118,565</b>	<b>20,722,122</b>	
	<b>(1,630,120)</b>	<b>(630,951)</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Capital items</b>															
Sale of Non-Current Assets	5,445	-	-	(200,000)	(200,000)	(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	2,401,242	6,375,732	825,000	2,652,250	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274	1,194,052	1,229,874	1,229,874	1,229,874	
<b>INCREASE IN OPERATING CAPABILITY</b>	<b>776,567</b>	<b>5,744,781</b>	<b>825,000</b>	<b>2,452,250</b>	<b>800,000</b>	<b>830,000</b>	<b>860,900</b>	<b>892,727</b>	<b>925,509</b>	<b>959,274</b>	<b>994,052</b>	<b>1,029,874</b>	<b>1,029,874</b>	<b>1,029,874</b>	

# Bulloo Shire Council

## 2019-20 Budget

BULLOO SHIRE COUNCIL															
Budgeted Financial Position															
For the Years ended 30 June 2019 - 2031															
	Actual 18/19	Amended 18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	
<b>Current Assets</b>															
Cash and Equivalents	17,073,183	13,140,712	14,898,301	13,912,212	13,669,126	13,544,343	13,334,534	13,451,441	13,874,753	14,241,455	14,702,781	14,542,472	14,475,603	14,475,603	
Trade Receivables	920,154	804,325	1,343,660	1,197,038	1,405,979	1,207,818	1,111,685	985,195	944,921	1,004,937	1,015,225	1,015,225	1,015,225	1,015,225	
Inventories	420,243	413,377	261,562	252,937	260,526	268,340	276,391	284,682	293,224	302,020	311,080	311,080	311,080	311,080	
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Current Assets</b>	<b>18,413,580</b>	<b>14,358,414</b>	<b>16,503,523</b>	<b>15,362,187</b>	<b>15,335,631</b>	<b>15,020,501</b>	<b>14,722,610</b>	<b>14,721,318</b>	<b>15,112,898</b>	<b>15,548,412</b>	<b>16,029,086</b>	<b>15,868,777</b>	<b>15,801,908</b>	<b>15,801,908</b>	
<b>Non-Current Assets</b>															
Receivables	553,706	717,433	769,617	559,017	260,111	263,611	263,611	263,612	263,612	263,612	263,611	263,612	263,612	263,612	
Property, Plant and	185,485,955	197,680,272	193,544,373	229,260,979	231,139,151	233,022,958	234,912,416	236,807,542	238,708,354	240,614,869	242,527,103	245,045,073	247,470,598	247,470,598	
<b>Total Non-Current Assets</b>	<b>186,039,661</b>	<b>198,397,705</b>	<b>194,313,990</b>	<b>229,819,996</b>	<b>231,399,262</b>	<b>233,286,569</b>	<b>235,176,027</b>	<b>237,071,154</b>	<b>238,971,966</b>	<b>240,878,481</b>	<b>242,790,714</b>	<b>245,308,685</b>	<b>247,734,210</b>	<b>247,734,210</b>	
<b>TOTAL ASSETS</b>	<b>204,453,241</b>	<b>212,756,119</b>	<b>210,817,513</b>	<b>245,182,183</b>	<b>246,734,892</b>	<b>248,307,069</b>	<b>249,898,637</b>	<b>251,792,472</b>	<b>254,084,864</b>	<b>256,426,893</b>	<b>258,819,800</b>	<b>261,177,462</b>	<b>263,536,118</b>	<b>263,536,118</b>	
<b>Current Liabilities</b>															
Trade and Other Payables	734,792	842,707	579,699	597,090	615,003	633,453	652,457	672,031	672,031	692,191	712,957	734,346	734,346	734,346	
Interest Bearing Liabilities	482,786	511,273	528,428	552,846	578,395	605,127	214,189	-	-	-	-	-	-	-	
Provisions	404,984	341,908	295,819	304,694	313,834	323,250	332,947	342,935	342,935	353,233	363,820	374,735	374,735	374,735	
<b>Total Current Liabilities</b>	<b>1,622,562</b>	<b>1,695,888</b>	<b>1,403,946</b>	<b>1,454,630</b>	<b>1,507,232</b>	<b>1,561,830</b>	<b>1,199,593</b>	<b>1,014,966</b>	<b>1,014,966</b>	<b>1,045,415</b>	<b>1,076,777</b>	<b>1,109,081</b>	<b>1,109,081</b>	<b>1,109,081</b>	
<b>Non-Current Liabilities</b>															
Trade and Other Payables	-	5,415	169,819	174,914	180,161	185,566	191,133	191,133	196,867	202,773	208,856	215,122	215,122	215,122	
Interest Bearing Liabilities	2,130,121	2,479,200	2,086,490	1,533,643	955,248	350,121	135,932	135,932	-	-	-	-	-	-	
Provisions	218,743	214,281	283,410	291,912	300,669	309,689	318,980	318,980	328,549	338,406	348,558	359,015	359,015	359,015	
<b>Total Non-Current Liabilities</b>	<b>2,348,864</b>	<b>2,698,896</b>	<b>2,539,719</b>	<b>2,000,469</b>	<b>1,436,078</b>	<b>845,376</b>	<b>646,045</b>	<b>646,045</b>	<b>525,416</b>	<b>541,179</b>	<b>557,414</b>	<b>574,137</b>	<b>574,137</b>	<b>574,137</b>	
<b>TOTAL LIABILITIES</b>	<b>3,971,426</b>	<b>4,394,784</b>	<b>3,943,665</b>	<b>3,455,099</b>	<b>2,943,310</b>	<b>2,407,206</b>	<b>1,845,638</b>	<b>1,661,011</b>	<b>1,540,382</b>	<b>1,586,594</b>	<b>1,634,191</b>	<b>1,683,218.0</b>	<b>1,683,218.0</b>	<b>1,683,218.0</b>	
<b>NET COMMUNITY ASSETS</b>	<b>200,481,815</b>	<b>208,361,335</b>	<b>206,873,848</b>	<b>241,727,084</b>	<b>243,791,582</b>	<b>245,899,863</b>	<b>248,052,999</b>	<b>250,131,461</b>	<b>252,544,482</b>	<b>254,840,299</b>	<b>257,185,609</b>	<b>259,494,244</b>	<b>261,852,900</b>	<b>261,852,900</b>	
<b>Community Equity</b>															
Retained Surplus	80,913,445	118,010,638	111,265,723	113,717,973	114,517,973	115,347,973	116,208,873	117,101,600	118,027,109	118,986,383	119,980,435	121,010,309	122,040,183	123,070,058	
Asset Revaluation Reserve	119,568,371	114,202,313	123,121,430	124,305,264	125,500,936	126,708,565	127,928,270	129,160,172	130,404,393	131,661,056	132,930,286	134,212,208	135,506,950	136,801,692	
<b>TOTAL COMMUNITY EQUITY</b>	<b>200,481,816</b>	<b>232,212,951</b>	<b>234,387,153</b>	<b>238,023,237</b>	<b>240,018,909</b>	<b>242,056,538</b>	<b>244,137,143</b>	<b>246,261,772</b>	<b>248,431,502</b>	<b>250,647,439</b>	<b>252,910,721</b>	<b>255,222,518</b>	<b>257,547,133</b>	<b>259,871,750</b>	
Capital Expenditure	5,786,044	17,398,482	8,132,340	5,456,020	5,506,620	5,558,738	5,612,420	5,667,712	5,742,664	5,784,322	5,843,741	5,843,741	5,843,741	5,843,741	
Unfunded Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Loan Repayment	631,526	631,526	631,526	631,526	631,526	631,526	631,526	291,917	-	-	-	-	-	-	
General Revenue for Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Working Capital Ratios	Target	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	
Operating Surplus	>1.1	8.47	11.76	10.56	10.17	9.62	12.27	14.50	14.89	14.87	14.89	14.31	14.25	14.25	
Net Financial Liabilities	0-15%	0.96%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	
Asset Sustainability	< 60%	18.80%	15.39%	13.02%	9.36%	5.63%	4.39%	4.39%	3.48%	3.48%	3.48%	3.62%	3.63%	3.63%	
	> 90%	392.48%	182.95%	121.15%	118.71%	116.34%	114.04%	111.81%	109.99%	107.56%	105.50%	102.43%	99.45%	96.55%	

**Bulloo Shire Council**  
**2019-20 Budget**

BULLOO SHIRE COUNCIL															
Budgeted Cash Flows Statement															
For the Years ended 30 June 2019 - 2031															
	Actual 18/19	Amended 18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	
<b>Cash flows from operating activities</b>															
Receipts from customers	7,230,001	7,342,419	7,081,304	6,432,350	6,791,521	6,989,942	7,182,786	7,381,077	7,584,974	7,749,637	8,010,232	8,010,232	8,010,232	8,010,232	
Payments to suppliers and employees	(7,246,229)	(9,464,067)	(9,731,709)	(8,754,213)	(9,646,611)	(9,934,878)	(10,452,579)	(10,948,642)	(11,361,321)	(11,769,709)	(12,210,033)	(12,210,033)	(12,210,033)	(12,210,033)	
	(16,228)	(2,121,648)	(2,650,405)	(2,321,863)	(2,855,090)	(2,944,936)	(3,269,793)	(3,567,565)	(3,776,347)	(4,020,072)	(4,199,801)	(4,199,801)	(4,199,801)	(4,199,801)	
Interest Received	218,566	277,000	347,960	333,151	344,811	356,880	369,370	382,298	395,679	409,528	423,861	423,861	423,861	423,861	
Rental Income	249,778	311,000	321,700	424,824	419,781	413,626	410,431	403,411	405,794	414,970	425,040	425,040	425,040	425,040	
Non-capital grants and contributions	3,658,563	6,509,661	6,667,017	6,595,615	6,793,484	6,997,288	7,207,207	7,423,423	7,646,126	7,875,510	8,111,775	8,111,775	8,111,775	8,111,775	
Borrowing costs	(89,538)	(159,000)	(127,335)	(126,435)	(103,098)	(78,680)	(531,131)	(26,399)	(5,728)	-	-	-	-	-	
<b>Net cash inflow (outflow) from operating activities</b>	<b>4,021,141</b>	<b>4,817,013</b>	<b>4,558,937</b>	<b>4,905,292</b>	<b>4,599,888</b>	<b>4,744,178</b>	<b>4,186,084</b>	<b>4,615,168</b>	<b>4,665,524</b>	<b>4,679,936</b>	<b>4,760,875</b>	<b>4,760,875</b>	<b>4,760,875</b>	<b>4,760,875</b>	
<b>Cash flows from investing activities</b>															
Payments for property, plant and equipment	(13,314,072)	(21,351,411)	(8,132,340)	(5,456,020)	(5,506,620)	(5,558,738)	(5,612,420)	(5,667,712)	(5,742,664)	(5,784,322)	(5,843,741)	(5,843,741)	(5,843,741)	(5,843,741)	
Proceeds from sale of property, plant and equipment	318,134	332,594	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
Grants, subsidies, contributions and donations	4,970,967	12,558,889	5,778,558	1,051,000	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274	1,194,052	1,229,874	1,229,874	1,229,874	
<b>Net cash inflow (outflow) from investing activities</b>	<b>(8,024,971)</b>	<b>(8,459,928)</b>	<b>(2,353,782)</b>	<b>(4,205,020)</b>	<b>(4,306,620)</b>	<b>(4,328,738)</b>	<b>(4,351,520)</b>	<b>(4,374,985)</b>	<b>(4,417,155)</b>	<b>(4,425,048)</b>	<b>(4,449,689)</b>	<b>(4,413,867)</b>	<b>(4,413,867)</b>	<b>(4,413,867)</b>	
<b>Cash flows from financing activities</b>															
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Repayment of borrowings	(482,787)	(482,787)	(505,091)	(528,428)	(552,846)	(578,395)	(605,127)	(214,189)	-	-	-	-	-	-	
<b>Net cash inflow (outflow) from financing activities</b>	<b>(482,787)</b>	<b>(482,787)</b>	<b>(505,091)</b>	<b>(528,428)</b>	<b>(552,846)</b>	<b>(578,395)</b>	<b>(605,127)</b>	<b>(214,189)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Net increase (decrease) in cash held	(4,486,617)	(4,125,702)	1,700,064	171,844	(259,578)	(162,955)	(770,563)	25,994	248,369	254,888	311,186	347,008	347,008	347,008	
Cash at beginning of reporting period	18,323,567	18,323,566	13,836,950	15,537,014	15,708,858	15,449,280	15,286,325	14,515,762	14,541,756	14,790,125	15,045,013	15,356,199	15,703,207	16,050,215	
<b>Cash at end of reporting period</b>	<b>13,836,950</b>	<b>14,197,864</b>	<b>15,537,014</b>	<b>15,708,858</b>	<b>15,449,280</b>	<b>15,286,325</b>	<b>14,515,762</b>	<b>14,541,756</b>	<b>14,790,125</b>	<b>15,045,013</b>	<b>15,356,199</b>	<b>15,703,207</b>	<b>16,050,215</b>	<b>16,397,223</b>	



**Bulloo Shire Council**  
**2019-20 Budget**

				BULLOO SHIRE COUNCIL										
				Budgeted Statement of Changes in Equity										
				For the Years ended 30 June 2019 - 2031										
		18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31
<b>Asset Revaluation Reserve</b>														
Opening Balance		108,681,170	119,568,371	123,121,430	124,305,264	125,500,936	126,708,565	127,928,270	129,160,172	130,404,393	131,661,056	132,930,286	134,212,208	135,506,950
Increase in Year		10,887,201	3,553,059	1,183,834	1,195,672	1,207,629	1,219,705	1,231,902	1,244,221	1,256,663	1,269,230	1,281,922	1,294,741	1,294,742
Closing Balance		<b>119,568,371</b>	<b>123,121,430</b>	<b>124,305,264</b>	<b>125,500,936</b>	<b>126,708,565</b>	<b>127,928,270</b>	<b>129,160,172</b>	<b>130,404,393</b>	<b>131,661,056</b>	<b>132,930,286</b>	<b>134,212,208</b>	<b>135,506,950</b>	<b>136,801,692</b>
<b>Accumulated Surplus</b>														
Opening Balance		109,664,156	110,440,723	111,265,723	113,717,973	114,517,973	115,347,973	116,208,873	117,101,600	118,027,109	118,986,383	119,980,435	121,010,309	122,040,183
Surplus/(Deficit) for the year		776,567	825,000	2,452,250	800,000	830,000	860,900	892,727	925,509	959,274	994,052	1,029,874	1,029,874	1,029,874
Closing Balance		<b>110,440,723</b>	<b>111,265,723</b>	<b>113,717,973</b>	<b>114,517,973</b>	<b>115,347,973</b>	<b>116,208,873</b>	<b>117,101,600</b>	<b>118,027,109</b>	<b>118,986,383</b>	<b>119,980,435</b>	<b>121,010,309</b>	<b>122,040,183</b>	<b>123,070,058</b>
<b>TOTAL</b>		<b>230,009,094</b>	<b>234,387,153</b>	<b>238,023,237</b>	<b>240,018,909</b>	<b>242,056,538</b>	<b>244,137,143</b>	<b>246,261,772</b>	<b>248,431,502</b>	<b>250,647,439</b>	<b>252,910,721</b>	<b>255,222,518</b>	<b>257,547,133</b>	<b>259,871,750</b>
<b>TOTAL EQUITY</b>														
Opening Balance		218,345,326	230,009,094	234,387,153	238,023,237	240,018,909	242,056,538	244,137,143	246,261,772	248,431,502	250,647,439	252,910,721	255,222,518	257,547,133
Surplus/(Deficit) for the year		776,567	825,000	2,452,250	800,000	830,000	860,900	892,727	925,509	959,274	994,052	1,029,874	1,029,874	1,029,874
Inc/(Dec) Capital		10,887,201	3,553,059	1,183,834	1,195,672	1,207,629	1,219,705	1,231,902	1,244,221	1,256,663	1,269,230	1,281,922	1,294,741	1,294,743
Total Increase Income		<b>11,663,768</b>	<b>4,378,059</b>	<b>3,636,084</b>	<b>1,995,672</b>	<b>2,037,629</b>	<b>2,080,605</b>	<b>2,124,629</b>	<b>2,169,730</b>	<b>2,215,937</b>	<b>2,263,282</b>	<b>2,311,796</b>	<b>2,324,615</b>	<b>2,324,617</b>
<b>Closing Balance</b>		<b>230,009,094</b>	<b>234,387,153</b>	<b>238,023,237</b>	<b>240,018,909</b>	<b>242,056,538</b>	<b>244,137,143</b>	<b>246,261,772</b>	<b>248,431,502</b>	<b>250,647,439</b>	<b>252,910,721</b>	<b>255,222,518</b>	<b>257,547,133</b>	<b>259,871,750</b>

**Bulloo Shire Council  
2018-19 Budget**

BULLOO SHIRE COUNCIL															
Ten Year Financial Forecast															
Operating Statement															
For the Years Ended 30 June 2018 - 2030															
	Actual 18/19	Amended 18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	
<b>Operating Revenue</b>															
Rates and Utility Charges	5,003,551	5,003,445	5,157,795	5,312,529	5,471,905	5,636,062	5,805,144	5,979,298	6,158,677	6,343,437	6,533,740	6,729,753	6,931,645	7,139,595	
Less: Discount Allowed	(145,026)	(143,490)	(146,803)	(151,207)	(155,743)	(160,416)	(165,228)	(170,185)	(175,290)	(180,549)	(185,966)	(191,545)	(197,291)	(203,210)	
<b>Total</b>	<b>4,660,000</b>	<b>4,859,955</b>	<b>5,010,992</b>	<b>5,161,322</b>	<b>5,316,161</b>	<b>5,475,646</b>	<b>5,639,916</b>	<b>5,809,113</b>	<b>5,983,387</b>	<b>6,162,888</b>	<b>6,347,775</b>	<b>6,538,208</b>	<b>6,734,354</b>	<b>6,936,385</b>	
Fees and Charges	57,693	45,600	46,060	47,442	48,865	50,331	51,841	53,396	54,998	56,648	58,347	60,098	61,901	63,758	
Interest	436,174	421,670	347,960	358,399	369,151	380,225	391,632	403,381	415,482	427,947	440,785	454,009	467,629	481,658	
Rental Income	258,373	330,500	321,700	331,351	341,292	351,530	362,076	372,938	384,127	395,650	407,520	419,746	432,338	445,308	
Recoverable Works	2,462,383	2,093,000	2,649,000	2,728,470	2,810,324	2,894,634	2,981,473	3,070,917	3,163,045	3,257,936	3,355,674	3,456,344	3,560,034	3,666,836	
Gain on Sale of Developed Land	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grants and Subsidies	4,030,964	6,711,181	6,667,017	6,792,222	6,995,988	7,205,868	7,422,044	7,644,705	7,874,046	8,110,268	8,353,576	8,604,183	8,862,308	9,128,178	
<b>Total Operating Revenues</b>	<b>12,104,112</b>	<b>14,461,906</b>	<b>15,042,729</b>	<b>15,419,205</b>	<b>15,881,781</b>	<b>16,358,234</b>	<b>16,848,981</b>	<b>17,354,451</b>	<b>17,875,084</b>	<b>18,411,337</b>	<b>18,963,677</b>	<b>19,532,587</b>	<b>20,118,565</b>	<b>20,722,122</b>	
<b>Operating Expenditure</b>															
Employees Costs	5,120,222	5,846,762	6,004,625	6,166,749	6,333,252	6,504,249	6,679,864	6,860,221	7,045,446	7,235,674	7,431,037	7,631,675	7,837,730	8,049,349	
Materials & Services	3,517,680	4,672,660	4,477,855	4,630,205	4,787,611	4,950,239	5,118,259	5,291,847	5,471,183	5,656,455	5,847,855	6,045,584	6,249,847	6,460,855	
Finance Costs	103,435	140,435	115,097	118,550	122,106	125,770	129,543	133,429	137,432	141,555	145,801	150,175	154,681	159,321	
Depreciation	4,992,896	4,433,000	4,445,152	4,503,701	4,638,812	4,777,976	4,921,315	5,068,955	5,221,023	5,377,654	5,538,984	5,705,153	5,876,308	6,052,597	
<b>Operating Result</b>	<b>13,734,233</b>	<b>15,092,857</b>	<b>15,042,729</b>	<b>15,419,204</b>	<b>15,881,781</b>	<b>16,358,234</b>	<b>16,848,981</b>	<b>17,354,451</b>	<b>17,875,084</b>	<b>18,411,337</b>	<b>18,963,677</b>	<b>19,532,587</b>	<b>20,118,565</b>	<b>20,722,122</b>	
	<b>(1,630,121)</b>	<b>(630,951)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Capital items</b>															
Sale of Non-Current Assets	5,445	-	-	(200,000)	(200,000)	(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	2,401,242	6,375,732	825,000	2,652,250	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274	1,194,052	1,229,874	1,229,874	1,229,874	
<b>INCREASE IN OPERATING CAPABILITY</b>	<b>776,566</b>	<b>5,744,781</b>	<b>825,000</b>	<b>2,452,250</b>	<b>800,000</b>	<b>830,000</b>	<b>860,900</b>	<b>892,727</b>	<b>925,509</b>	<b>959,274</b>	<b>994,052</b>	<b>1,029,874</b>	<b>1,029,874</b>	<b>1,029,874</b>	

## Bulloo Shire Council 2019-20 Budget

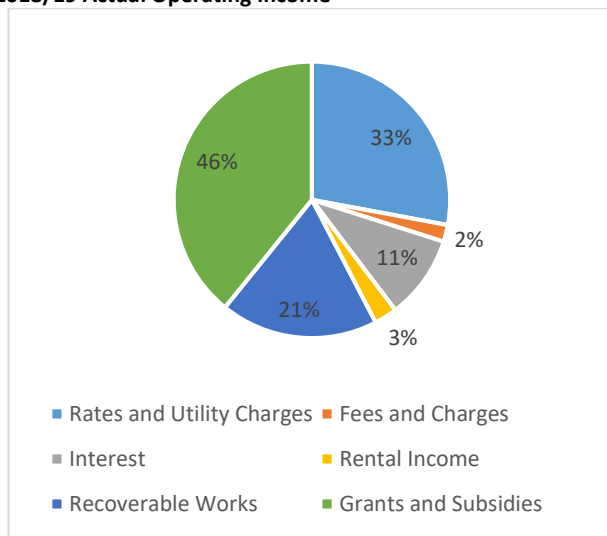
### Summary of Key Information

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

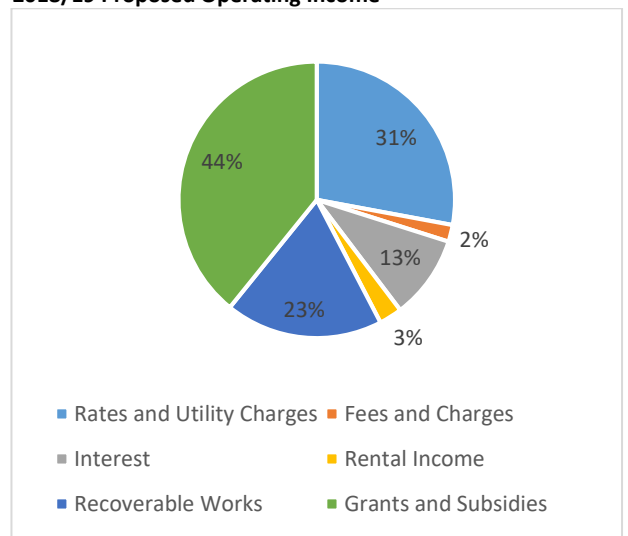
### Council Operating Income

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 \$3.2m from Commonwealth Financial Assistance Grant.

2018/19 Actual Operating Income



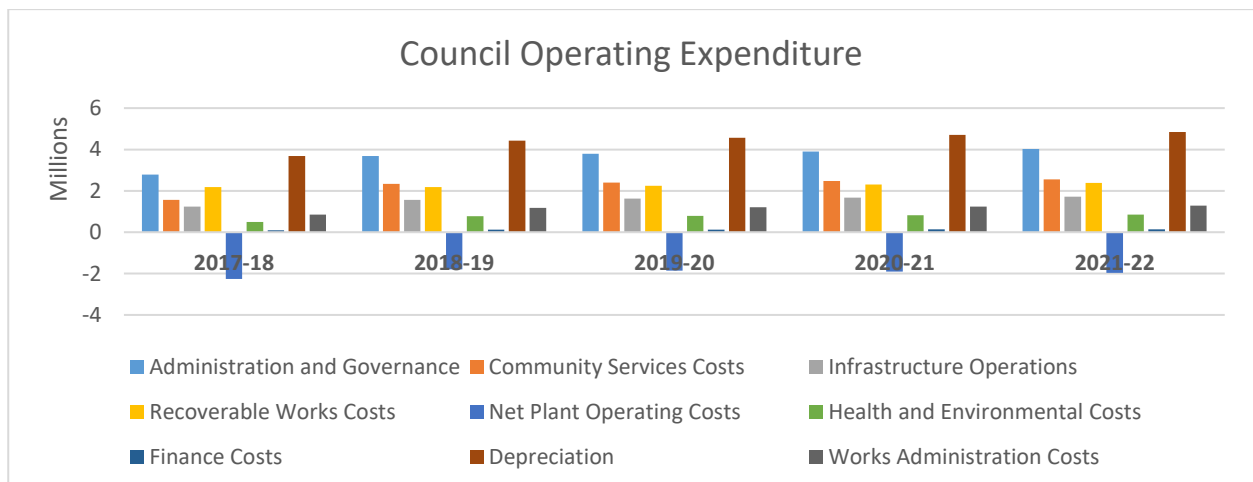
2018/19 Proposed Operating Income



### Councils Operating Expenditure

Councils operating expenditure for the 2019-20 year will increase by 9% compared to 2018-2019 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.*

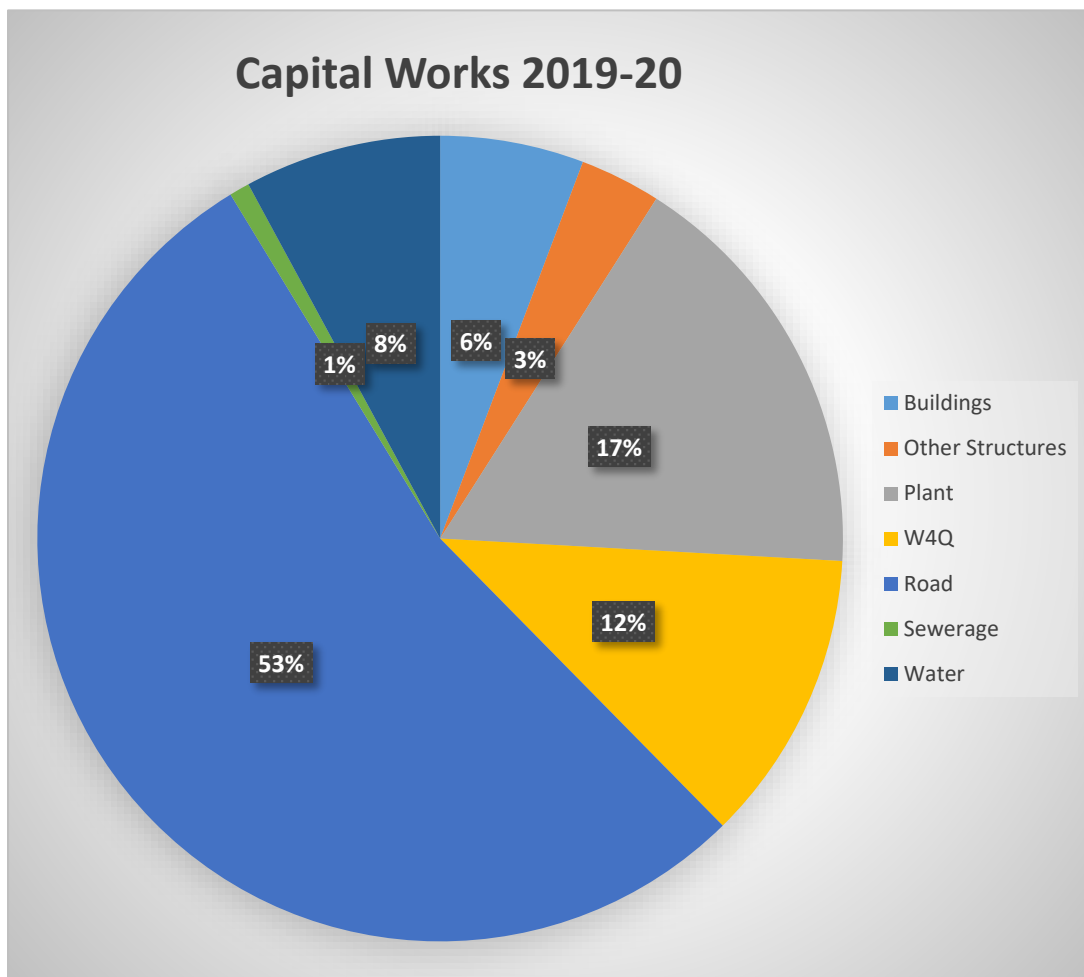


**Bulloo Shire Council  
2019-20 Budget**

## Capital Works

Bulloo Shire Council is continuing to undertake a very large capital program totaling \$8.2m.

Buildings	\$511,400
Other Structures	\$288,000
Plant	\$1,495,000
W4Q	\$1,040,000
Road	\$4,755,940
Sewerage	\$72,000
Water	\$700,000
<b>TOTAL</b>	<b>\$8,232,340</b>



**Bulloo Shire Council  
2019-20 Budget**

**Capital Works Program 2019-20**

<b>FURNITURE &amp; FITTINGS TOTAL - 1759-4000-0</b>			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>BUILDINGS</b>								
	B		\$0	\$ -	\$ -	\$ -	\$ -	\$ -
Aged Care building * 2 concept	B	Depn	\$50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -
Aged Care building * 2	B	Grant	\$200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Demo VIP Unit 2	B	Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
Move Poison Shed	B		\$0	\$ -	\$ -	\$ -	\$ -	\$ -
Old admin building for removal or sale or pulldown	B	Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	B		\$0	\$ -	\$ -	\$ -	\$ -	\$ -
VIC Generator	B	Depn	\$35,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -
	B		\$0	\$ -	\$ -	\$ -	\$ -	\$ -
TBA	B	Grant	\$45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -
2 V-Sats Trailers Communication Systems	B	Grant	\$81,400	\$ 81,400	\$ -	\$ -	\$ -	\$ -
Infrastructure Refresh & Windows Server Upgrade	B	Depn	\$100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -
	B		\$0	\$ -	\$ -	\$ -	\$ -	\$ -
<b>BUILDINGS TOTAL - 1729-4000-0</b>			\$ 511,400	\$ 326,400	\$ -	\$ -	\$ 185,000	\$ 2,000
<b>Bridges</b>								
Bulloo Downs Bridge already assess	R	Grant	\$80,000	\$ 80,000.00	\$ -	\$ -	\$ -	\$ -
	R		\$0	\$ -	\$ -	\$ -	\$ -	\$ -
<b>BRIDGES TOTAL</b>			\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -

<b>ROADS</b>								
			\$0	\$ -	\$ -	\$ -	\$ -	\$ -
Airport & industrial block intersection Link road project		Depn	\$500,000	\$ -	\$ -	\$ -	\$ 500,000	\$ -
Orientos intersection Upgrade		Depn	\$50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -
Innamincka Seal Ch121.70-123.50 Tids		Grant/ Depn	\$925,512	\$ -	\$ -	\$ 336,000	\$ 589,512	\$ -
Woomanooka Road Large Culvert Replacement		R2R	\$150,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -
Water Points		Depn	\$75,000	\$ -	\$ -	\$ -	\$ 75,000	\$ -
Grids and Gates		Depn	\$100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -
Quilpie Road Seal Ch 159.87-163.43		Tids	\$1,000,000	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -
Airport Reseal	RI	Grant/ Depn	\$475,428	\$ 285,257.00	\$ -	\$ -	\$ 190,171	\$ -
Warry Gate Road - Seal 2km * 7m Chainage 51 - 53			\$650,000	\$ -	\$ -	\$ -	\$ 650,000	\$ -
Reseal 2019-2020	RI	Depn	\$750,000	\$ -	\$ -	\$ -	\$ 750,000	\$ -
<b>ROADS TOTAL 1769-4000, 1769-4010, 1769-4020</b>			\$ 4,675,940	\$ 285,257	\$ 150,000	\$ 1,336,000	\$ 2,904,683	\$ -

**Bulloo Shire Council  
2019-20 Budget**

Particulars	Type	Budget Source	Budget Amt	Capital Grant	R2R	Tids	Funded Dep'n	Asset Proceeds
<b>PLANT &amp; EQUIPMENT - 1749-4000-0</b>								\$ -
Grader	P/E	Depn	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000	\$ -
511 Grader	OS	Proceeds		\$ -	\$ -	\$ -		\$ 74,000
Roller	P/E	Depn	\$ 170,000	\$ -	\$ -	\$ -	\$ 170,000	\$ -
204 Roller	OS	Proceeds		\$ -	\$ -	\$ -		\$ 47,000
Roller	P/E	Depn	\$ 170,000	\$ -	\$ -	\$ -	\$ 170,000	\$ -
205 Roller	OS	Proceeds		\$ -	\$ -	\$ -		\$ 47,000
90ton truck	P/E	Depn	\$ 310,000	\$ -	\$ -	\$ -	\$ 310,000	\$ -
714 Mack Granite	OS	Proceeds		\$ -	\$ -	\$ -		\$ 59,000
Hilux	P/E	Depn	\$ 54,000	\$ -	\$ -	\$ -	\$ 54,000	\$ -
723 crew cab truck	OS	Proceeds		\$ -	\$ -	\$ -		\$ 30,000
551 Tractor Case	OS	Proceeds		\$ -	\$ -	\$ -		\$ 30,000
Skid Steer	P/E	Depn	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000	\$ -
559 Bobcat	OS	Proceeds		\$ -	\$ -	\$ -		\$ 30,000
Prado	P/E	Depn	\$ 61,000	\$ -	\$ -	\$ -	\$ 61,000	\$ -
662 Hyundai	OS	Proceeds		\$ -	\$ -	\$ -		\$ 11,000
Cruiser	P/E	Depn	\$ 78,000	\$ -	\$ -	\$ -	\$ 78,000	\$ -
6005 Hilux	OS	Proceeds		\$ -	\$ -	\$ -		\$ 20,000
Hilux	P/E	Depn	\$ 54,000	\$ -	\$ -	\$ -	\$ 54,000	\$ -
6008 Hilux	OS	Proceeds		\$ -	\$ -	\$ -		\$ 22,000
Hilux	P/E	Depn	\$ 54,000	\$ -	\$ -	\$ -	\$ 54,000	\$ -
6011 Hilux	OS	Proceeds		\$ -	\$ -	\$ -		\$ 22,000
Hilux	P/E	Depn	\$ 54,000	\$ -	\$ -	\$ -	\$ 54,000	\$ -
6012 Hilux	OS	Proceeds		\$ -	\$ -	\$ -		\$ 22,000
Hydraulic Broom	P/E	Depn	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000	\$ -
557 Hydraulic Broom	OS	Proceeds		\$ -	\$ -	\$ -		\$ 1,000
<b>PLANT &amp; EQUIPMENT TOTAL - 1749-4000-0</b>			<b>\$ 1,495,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,495,000</b>	<b>\$ 415,000</b>
<b>WATER - 1779-4000-0</b>								
Generator Hungerford Depot	W	Depn	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -
Noccundra Water Supply Rising Main Replacement	W	Depn	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -
Hungerford Potable Bore Pump (Backup)	W	Depn	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	\$ -
<b>WATER TOTAL - 1779-4000-0</b>			<b>\$ 70,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000.00</b>	<b>\$ -</b>
<b>SEWERAGE - 1789-4000-0</b>								
Installation of external valve pits	S	Depn	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -
Upgrade of flowmeters and data collection	S	Depn	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -
Upgrade of Sewerage Transfer Pumps	S	Depn	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000	\$ -
<b>SEWERAGE TOTAL - 1789-4000-0</b>			<b>\$ 72,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 72,000</b>	<b>\$ -</b>
<b>TOTAL</b>			<b>\$8,232,340</b>	<b>\$1,823,657</b>	<b>\$150,000</b>	<b>\$1,336,000</b>	<b>\$4,922,683</b>	<b>\$417,000</b>

**Bulloo Shire Council**  
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## 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.
- \*\* Thargomindah Residential - 1 property in this rate category has a capped valuation due to UCV changes and split valuations.

Category	Category Detail	2018-19 Revenue	2019-20 Revenue	% Change
1	Vacant Land – Thargomindah	\$ 5,794.16	\$5,618.60	- 3%
2	Vacant Land – Hungerford	\$ 1,578.00	\$2,114.00	25%
3	Vacant Land – Noccundra	\$ 3,292.62	\$3,391.40	3%
4	Vacant Land – Other	\$ 0	\$0	0
5	Residential – Thargomindah	\$ 27,645.88	\$30,018.16	8%
6	Residential – Hungerford	\$ 4,262.40	\$4,396.02	3%
7	Commercial – Thargomindah	\$ 4,474.84	\$4,608.94	3%
8	Commercial – Hungerford	\$ 350.00	\$361.00	3%
9	Commercial – Noccundra	\$ 917.64	\$945.20	3%
10	Commercial – Other	\$ 3,573.78	\$3,681.98	3%
11	Industry - Thargomindah	\$ 17,423.74	\$18,553.10	6%
12	Small Rural	\$ 1,306.44	\$1,346.26	3%
13	Rural	\$1,027,544.62	\$1,170,090.88	12%
14	Jackson & Naccowlah	\$ 601,078.54	\$619,110.88	3%
15	Ballera Gas Centre	\$2,195,683.96	\$2,261,554.48	3%
16	Petroleum Leases	\$ 666,120.06	\$688,006.10	3%
17	Extractive Leases	\$ 4,008.12	\$2,934.72	- 37%
18	All Other Land	\$ 21,952.54	\$24,352.32	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	\$0	\$225	0%

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

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### Water Charges

Group	Rate Group Details	2018-19 Revenue	2019-20 Revenue	% Change
1	Thargomindah	\$ 109,607	\$ 115,087	5%
2	Hungerford	\$ 12,648	\$ 13,280	5%

### Sewerage Charges

Group	Rate Group Details	2018-19 Revenue	2019-20 Revenue	% Change
1	Thargomindah	\$ 90,471	\$ 94,995	5%

### Garbage Charges

Group	Rate Group Details	2018-19 Revenue	2019-20 Revenue	% Change
1	Thargomindah – Environmental	\$ 5,150	\$ 5,408	5%
1	Thargomindah - Collection	\$ 39,574	\$ 41,553	5%

### 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 2019-20 (as adopted on 25 June 2019) compared with the rates and utility charges levied in 2018/19 as adopted on 29 June 2018 is 3%, 4% & 5%.

### 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**



**Bulloo  
Shire**

# **OPERATIONAL PLAN 2019 / 2020**

**Bulloo Shire Council  
2019-20 Budget**

## 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.*

<b>Key Result Area:</b>	<b>Ecological Sustainability</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure/KPI	Date Due
Partner with other government departments and organisation to improve eco/enviro outcomes and contribute to better environmental management.	<ul style="list-style-type: none"> <li>Investigate options that encourage the use of renewable or green energy solutions. <i>E.g. Geothermal Plant, Solar Farm</i></li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>100%</li> <li>Update report to Council</li> </ul>	Q4
Support initiatives that encourage and improve eco/enviro outcomes	<ul style="list-style-type: none"> <li>Continue to coordinate the following: <ul style="list-style-type: none"> <li>National Tree Planting Day</li> <li>Clean Up Australia Day</li> <li>Annual Bulk Waste Collection</li> </ul> </li> </ul>	4100	MIS / VICC	<ul style="list-style-type: none"> <li>100% - 4 initiatives delivered</li> <li>1 Bulk Waste collection delivered</li> </ul>	Q4 Q4
Reduce amount of paper tonnage to landfill	<ul style="list-style-type: none"> <li>Implement a Framework for a Paperless Office Strategy to reduce and discourage paper usage</li> <li>Promote behaviours and leverage best practices and workflow technologies to reduce the persistence of paper in the workplace.</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>Reduce physical consumption of paper by 40%</li> <li>Re-architect Key Business Processes to support initiative</li> </ul>	Q4
Execute a “Paperless Office” to drive operational efficiency, automate heretofore manual business processes, reduce costs and promote environmental awareness goals.	<ul style="list-style-type: none"> <li>Utilise current systems for Digitisation of Council Records</li> <li>Investigate Cloud storage systems and capability for extra digital storage.</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>Reduce off-site records by 100%</li> </ul>	Q4

**Bulloo Shire Council  
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<b>Key Result Area:</b>	<b>Natural Resources</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure/KPI	Date Due
Partner with other local governments and NRM groups to develop a regional approach to pest management <i>BSC Biosecurity Plan – Partnerships, Commitment, Support, Compliance</i>	<ul style="list-style-type: none"> <li>Support joint pest management initiatives with other shires in the region</li> <li>Liaise with Desert Channels &amp; SQNRM in relation to pest management issues and initiatives</li> <li>Support State and Commonwealth pest management projects</li> <li>Participate in regional baiting programs</li> </ul>	4500	RLO/MCES	<ul style="list-style-type: none"> <li>Plans implemented</li> <li>100% meetings attended</li> <li>3 liaisons</li> <li>Projects supported</li> <li>Baiting programs delivered</li> </ul>	Q1 Q4 Q4
Implement our Biosecurity Plan 2018-2022	Review Biosecurity Plan 2018-2022 Annually	4500	RLO	<ul style="list-style-type: none"> <li>1 Plan reviewed</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Continue to support and coordinate the Pest Management Advisory Committee</li> </ul>	4500	RLO	<ul style="list-style-type: none"> <li>PMAC Meetings held twice a year</li> </ul>	Q2
Continue to promote public awareness programs and strategies for pest and weeds <i>BSC Biosecurity Plan – Education, Awareness &amp; Extension</i>	<ul style="list-style-type: none"> <li>Staff are provided with opportunities to present and attend workshops, conferences, forums.</li> <li></li> </ul>	4510	RLO	<ul style="list-style-type: none"> <li>WQ Wild Dog Advisory Committee Meetings attended</li> <li>2x SRLOG Meetings attended</li> <li></li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Publication of Rural Lands Newsletter</li> <li>Publication of Fact Sheets/ Best Practice Guides for General Community</li> </ul>	4510	RLO	<ul style="list-style-type: none"> <li>12 publications</li> <li>12 articles submitted to Bulloo Buzz</li> </ul>	Q1, Q4
<i>BSC Biosecurity Plan – Planning &amp; Integration</i>	<ul style="list-style-type: none"> <li>Provide maps of pests within the shire, updated as appropriate</li> </ul>	4500	RLO	<ul style="list-style-type: none"> <li>Maps provided annually</li> <li>Utilisation of mapping technologies such as FULCRUM</li> </ul>	Q4
<i>BSC Biosecurity Plan – Wild Dog &amp; Pig Management</i>	<ul style="list-style-type: none"> <li>Delivery wild dog &amp; pig management program in line with policy including aerial baiting campaigns.</li> </ul>	4500	RLO	<ul style="list-style-type: none"> <li>2x Aerial 1080 Baiting Campaigns delivered</li> <li>6 sessions</li> </ul>	Q2, Q4 Q4

**Bulloo Shire Council  
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Initiative Description	Actions	Program No	Responsible Officer	Measure/KPI	Date Due
	<ul style="list-style-type: none"> <li>Assist landholders with wild dog management techniques and emerging technology i.e. education sessions, CPEs</li> </ul>				
Implement programs to reduce weed infestation in the Shire by mapping, working with landholders and other governments agencies	<ul style="list-style-type: none"> <li>Deliver High Priority Weed management program in line with 2018-2022 Biosecurity Plan <ul style="list-style-type: none"> <li>❖ Monitor &amp; Treatment of Coral Cactus</li> <li>❖ Monitor &amp; Treatment of Parthenium Weeds</li> <li>❖ Monitor &amp; Treatment of Parkinsonia</li> <li>❖ Monitor &amp; Treatment of Mother of Millions</li> </ul> </li> </ul>	4530	RLO	<ul style="list-style-type: none"> <li>100% delivered</li> </ul>	Q1-Q4
Service levels maintenance in line with In-active stock Routes	<ul style="list-style-type: none"> <li>Monitor inactive stock routes and continue with pest management program</li> <li>Continue to maintain the Stock Route Network Management System</li> </ul>	4540	RLO	<ul style="list-style-type: none"> <li>100% delivered</li> <li>SRNMS system updated</li> </ul>	Q4
Increase sustainability of RLO program	<ul style="list-style-type: none"> <li>Seek and apply for additional funding to subsidise or fund strategies as part of the BSC 2018-2022 Biosecurity Plan</li> </ul>	4540	RLO	<ul style="list-style-type: none"> <li>Number of funding applications made</li> <li>Number of grants received</li> </ul>	Q1-Q4
Stocking rates on the common meet the requirements of Department	<ul style="list-style-type: none"> <li>Manage Thargomindah Twin Common as per the Local Law</li> <li>Undertake 6 monthly pasture assessments</li> <li>Construct holding paddock on Town Common for mustering purposes</li> </ul>	4730	RLO	<ul style="list-style-type: none"> <li>2 musters per year</li> <li>2 assessments completed</li> <li>Fence constructed</li> </ul>	Q4

**Bulloo Shire Council  
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<b>Key Result Area:</b>	<b>Conservation and Heritage</b>
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<b>Initiative Description</b>	<b>Actions</b>	<b>Program No</b>	<b>Responsible Officer</b>	<b>Measure</b>	<b>Target</b>
<ul style="list-style-type: none"> <li>Develop relevant conservation management plans for key assets</li> </ul>	<ul style="list-style-type: none"> <li>Seek funding to develop a conservation management plan for the Thargo Hospital</li> <li>Once developed implement the management plan in accordance with councils budget</li> </ul>	5750	MCES	<ul style="list-style-type: none"> <li>Funding application submitted</li> <li>Funding application submitted</li> <li>CMP draft received</li> </ul>	Q2  Q3 Q4
<ul style="list-style-type: none"> <li>Continue to partner with the Royal Historical Society of Queensland to conserve and promote the Dig Tree National Heritage asset</li> </ul>	<ul style="list-style-type: none"> <li>Manage trust account on behalf of the Royal Historical Society Queensland</li> <li>Produce quarterly reports for the RHSQ</li> </ul>	5750	MFS	<ul style="list-style-type: none"> <li>4 reports completed</li> </ul>	Q4

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## 2 Growth to support a strong and diverse Economy

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

<b>Key Result Area:</b>	<b>Robust Economy</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Partner with local businesses/industry and other local governments to promote local business	<ul style="list-style-type: none"> <li>Meet regularly with Shires in the SW to cross promote and explore opportunities</li> <li></li> </ul>	5750	VICC/MCES	<ul style="list-style-type: none"> <li>2 meetings per year attended</li> <li></li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Implement cross border agreements to support and promote local businesses and maximise tourism visitation</li> </ul>	5750	VICC/MCES	<ul style="list-style-type: none"> <li>MOU Bourke Shire in place</li> <li>2 consultations per year</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Existing App updated to promote local business</li> </ul>	5750	VICC	<ul style="list-style-type: none"> <li>Annual review with local businesses</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Provide information to all businesses on visitor needs with regard to visitor season.</li> </ul>		VICC	<ul style="list-style-type: none"> <li>Meet twice a year with local businesses</li> </ul>	Q1,Q2,Q3,Q4
Continue to facilitate local purchasing to support viable enterprises	<ul style="list-style-type: none"> <li>Deliver a 2yr (bi-ennial) pre-qualified programs</li> <li>Facilitate local purchasing through pre-qualified suppliers</li> </ul>		VICC	<ul style="list-style-type: none"> <li>100% delivered</li> </ul>	Q2
Participate in Council forums/bodies that support regional economic development	<ul style="list-style-type: none"> <li>Continue to support SWRED &amp; other bodies</li> </ul>	5750	CEO	<ul style="list-style-type: none"> <li>4 meetings attended</li> <li>SWRED membership paid</li> </ul>	Q4 Q2

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<b>Key Result Area:</b>	<b>Grow Innovation in all sectors</b> <b>PART A - Tourism &amp; Economic Development</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Assist in the promotion of local eco-tourism businesses	<ul style="list-style-type: none"> <li>Council to work with QPWS &amp; Kilcowera Station to cross-promote eco-tourism</li> </ul>	5750	VICC	<ul style="list-style-type: none"> <li>Number of cross promotions recorded</li> </ul>	Q1-Q4
Partner with other local governments and industry bodies to develop a sustainable tourism industry	<ul style="list-style-type: none"> <li>Review Membership of Adventure Way in relation to value for money expenditure.</li> </ul>	5750	VICC	<ul style="list-style-type: none"> <li>Memberships subscribed</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Develop links with the new Toowoomba LTO to maximise growth opportunities for the region</li> </ul>	5750	MCES/VICC	<ul style="list-style-type: none"> <li>Forums participated in</li> </ul>	Q4
<ul style="list-style-type: none"> <li>Promote the visitor information centre as a key element driving economic development (promote tourism attraction, product and events within the Bulloo Shire)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide and develop local regional tourism product for retail in the VIC</li> </ul>	5750	VICC	<ul style="list-style-type: none"> <li>Local product is sold in VIC.</li> </ul>	Qrtly
	<ul style="list-style-type: none"> <li>Gather statistics and data from new and existing customers to obtain as a database for marketing &amp; advertising.</li> </ul>	5750	VICC	<ul style="list-style-type: none"> <li>Data collected quarterly</li> </ul>	Q1
Grow tourism and visitation numbers by 10% per annum from 2018 - 2020	<ul style="list-style-type: none"> <li>Implement the Tourism and Marketing Strategy Year 1</li> </ul>	4820	VICC	<ul style="list-style-type: none"> <li>100% delivery</li> <li>Increase visitors by 10%</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Vic to assist with the promotion of local events and business houses on Councils tourism website and Facebook page</li> </ul>	4820	VICC	<ul style="list-style-type: none"> <li>Number of events promoted recorded</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Continue to support and participate in the Adventure Way Tourism Initiative</li> </ul>	4820	VICC	<ul style="list-style-type: none"> <li>3 meetings attended</li> </ul>	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"> <li>Events approved in Budget delivered</li> </ul>		VICC	<ul style="list-style-type: none"> <li>100% delivered</li> </ul>	Q1,Q2, Q4
	<ul style="list-style-type: none"> <li>Enhance tourism promotion by delivering contact with market through attending regional events, i.e. Music in the Mulga.</li> </ul>	4820	VICC	<ul style="list-style-type: none"> <li>3 attended</li> </ul>	Q1,Q2, Q4

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Continue development and completion of existing tourism assets to provide the base for tourism activities.	<ul style="list-style-type: none"> <li>Maintain and expand existing resource base for tourism</li> </ul>	4830	VICC	<ul style="list-style-type: none"> <li>\$ Budget expended</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Develop a tourism asset maintenance and upgrade schedule to ensure consistent, quality product and incorporate into Council's Corporate Plan.</li> </ul>			<ul style="list-style-type: none"> <li>1 schedule developed</li> </ul>	Q3
Investigate the development of new infrastructure using investment strategies for tourism.	<ul style="list-style-type: none"> <li>Data is collected and calculated to recognise potential on investment return on expenditure.</li> </ul>		VICC	<ul style="list-style-type: none"> <li>Mthly data collected</li> </ul>	Q1, Q4

<b>Key Result Area:</b>	<b>Grow Innovation in all sectors</b>  <b>PART B – Explore Options for Innovation</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Identify and implement local and regional initiatives to capitalise on the environmental and economic potential of the local government	<ul style="list-style-type: none"> <li>Develop an EDS that provides a range on initiatives to capitalise on environment and economic potential in the region.</li> </ul>			<ul style="list-style-type: none"> <li>1 EDS developed</li> </ul>	Q4



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<b>Key Result Area:</b>	<b>Grow Population</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Ensure our Planning Scheme supports growth for industry, tourism and population	<ul style="list-style-type: none"> <li>Develop and implement an Economic Development Strategy that support growth</li> </ul>		CEO	<ul style="list-style-type: none"> <li>Strategy draft received</li> <li>Strategy draft adopted</li> </ul>	Q1 Q2
	<ul style="list-style-type: none"> <li>Audit essential infrastructure to determine its capacity to support development.</li> </ul>		MIS	<ul style="list-style-type: none"> <li>Infrastructure audit conducted</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Effectively manage development assessments and building approvals to manage DAs &amp; Building approvals in line with Councils service standards</li> </ul>		MCG	<ul style="list-style-type: none"> <li>No of approvals</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Explore opportunities for funding for sewerage extension and completion of heavy and light industrial areas</li> </ul>		MCG	<ul style="list-style-type: none"> <li>blocks surveyed</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Prepare project management plan including costings for service connections to new industrial precinct in preparation for grant application</li> </ul>		MIS	<ul style="list-style-type: none"> <li>Detailed PMP completed</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Continue with Native Title clearances and Finalise purchase of 3 industrial lots from DNRM</li> </ul>		MCG	<ul style="list-style-type: none"> <li>clearances finalised</li> <li>Titles transferred</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Prepare detailed scope of works including costings for the realignment and construction of roads and town boundary fence</li> </ul>		OM	<ul style="list-style-type: none"> <li>100% complete</li> </ul>	Q2

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<b>Key Result Area:</b>	<b>Grow Revenue</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Continue to support local purchasing and investment strategies	<ul style="list-style-type: none"> <li>Annual forum with local business for feedback</li> <li>Collaborate with SWRED &amp; RDA around business opportunities</li> </ul>		MFS	<ul style="list-style-type: none"> <li>1 Forum delivered</li> <li>1 Meeting held</li> </ul>	Q4
Facilitate increased training and development for businesses through State Development	<ul style="list-style-type: none"> <li>Promote State Development business program with local community</li> </ul>		MCES	<ul style="list-style-type: none"> <li>100% delivered</li> </ul>	Q4

<b>Key Result Area:</b>	<b>Grow Community Partnerships</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Provide financial assistance grants to community organisations to support them in undertaking community events/activities.	<ul style="list-style-type: none"> <li>Advertise financial assistance grant twice annually for community events/activities – March &amp; September</li> <li>Review Community Grants Policy</li> <li>Annual Report to Council in June on total funds acquitted through grants program.</li> </ul>		MCE	<ul style="list-style-type: none"> <li>2 advertisements placed</li> <li>Policy reviewed</li> <li>1 report to Council</li> </ul>	Q2, Q4
Develop partnership arrangements and agreements that support increased collaboration across the community and council	<ul style="list-style-type: none"> <li>Provide secretariat support of a Tourism Progress Association</li> <li>Co-ordinate Agendas and Minutes for the Bulloo Progress Assoc.</li> <li>Forward Minutes to Council for their consideration</li> </ul>		VICC	<ul style="list-style-type: none"> <li>100% Minutes presented to Council</li> </ul>	Q4 2020
	<ul style="list-style-type: none"> <li>Form a working group with local businesses to develop strategies to promote local events and business houses including utilisation of technology and encourage families to move to the area.</li> </ul>		VICC	<ul style="list-style-type: none"> <li>Strategies developed</li> <li>2 meetings held</li> <li>1 family relocated to the town</li> </ul>	Q4

**Bulloo Shire Council  
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### 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.*

<b>Key Result Area:</b>	<b>Strong Communities</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Foster the unique sense of community that defines Bulloo Shire for both residents and visitors	<ul style="list-style-type: none"> <li>Continue publication and distribution of Community newsletter and consolidate different aspects businesses and landholders</li> </ul>	5000	CEO	<ul style="list-style-type: none"> <li>Number of newsletters published</li> <li>Distribute electronically</li> </ul>	Min 10
	<ul style="list-style-type: none"> <li>Continue to produce and host video content that promotes the community</li> </ul>	5000	CEO/MCES	<ul style="list-style-type: none"> <li>Update existing videos and add to as required</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Support the 'Stay on Track Outback' campaign</li> </ul>	5000	CEO/MCES	<ul style="list-style-type: none"> <li>Council to approve budget</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>Develop and Implement a Strategic Communications Strategy to support a range of objectives</li> </ul>	5000	CEO/MCES	<ul style="list-style-type: none"> <li>Strategy developed</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Support community and businesses with value and activities</li> <li>Facilitate/deliver movie nights in conjunction with Blue Light Association &amp; local Qld Police</li> <li>Promote availability of jumping castle for local events</li> </ul>	5000	SRC/VICC	<ul style="list-style-type: none"> <li>6 per annum – SRC deliver 1 movie per week over Easter, June, September school holidays min of 3 over December Holidays. Assist VICC as required</li> <li>Number of requests</li> </ul>	Q1, Q2, Q3, Q4

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Provide equitable access and avenues for all residents to participate and contribute to decisions made in their community	<ul style="list-style-type: none"> <li>Annual consultations are conducted communities and businesses within the identified localities – Hungerford, Noccundra, and Cameron Corner</li> </ul>	2000	CEO/MW	<ul style="list-style-type: none"> <li>100% delivered</li> </ul>	Q4
Options support a diverse range of opportunities and activities for residents to participate in local community activities and foster common citizenship.	<ul style="list-style-type: none"> <li>Deliver celebratory events <ul style="list-style-type: none"> <li>Australia Day Awards</li> <li>Anzac Day</li> <li>Seniors Week</li> <li>Qld Week</li> <li>Guest speaker breakfasts</li> <li>Hungerford Remembrance Day (Support)</li> </ul> </li> </ul>	4430	VICC	<ul style="list-style-type: none"> <li>100% delivered</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Informative and motivational breakfasts delivered</li> </ul>	4430	VICC	<ul style="list-style-type: none"> <li>3 breakfasts held</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Visit each community at least once per year</li> </ul>	2000	CEO/MCG MSP/MIS	<ul style="list-style-type: none"> <li>Visit Hungerford</li> <li>Visit Noccundra</li> <li>Visit Cameron Corner</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Develop village plans for each remote community</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>4x Village plans completed</li> </ul>	Q4
Ways to connect are fostered and supported through a range of strategies including community grants for events	<ul style="list-style-type: none"> <li>Continue to liaise with organisations holding events within the shire about community grants and inkind support</li> </ul>	4430	VICC	<ul style="list-style-type: none"> <li>100% delivered</li> </ul>	Q4

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<b>Key Result Area:</b>	<b>A Safe Community</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
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"> <li>Review Disaster Management Plan annually</li> </ul>	4500	MCG	<ul style="list-style-type: none"> <li>Updated plan endorsed by LDMG</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Support and coordinate the LDMG</li> </ul>	4500	CEO	<ul style="list-style-type: none"> <li>LDMG meet min twice a year</li> </ul>	Q4
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"> <li>Deliver Public Health Program</li> <li>Deliver Animal Control Management program</li> <li>Deliver Pest Management Program</li> </ul>	4500	MCES	<ul style="list-style-type: none"> <li>100% delivered</li> </ul>	Q4
	Animal related nuisance is minimised through proactive control measures				
	<ul style="list-style-type: none"> <li>Deliver annual animal inspection program</li> </ul>	4310	RLO/ Dalena	<ul style="list-style-type: none"> <li>100% Delivered</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Facilitate a vet to deliver a microchipping program</li> </ul>	4310	RLO/ Dalena	<ul style="list-style-type: none"> <li>1 program delivered</li> </ul>	Q3
	The impact of periodic mosquito infestations are mitigated through appropriate vector control measures				
	<ul style="list-style-type: none"> <li>Deliver mosquito spraying program as required</li> </ul>	4320	RLO	<ul style="list-style-type: none"> <li>Spraying locations recorded (seasonal)</li> </ul>	Q3
Community Environmental health is secured through ensuring compliance standards are maintained.	<ul style="list-style-type: none"> <li>Deliver annual EHO inspection program</li> </ul>	4210	Dalena	<ul style="list-style-type: none"> <li>100%</li> </ul>	Q3

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<b>Key Result Area:</b>	<b>Healthy Community</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Residents have access to a range of quality health and emergency services in accordance with community expectations.	<ul style="list-style-type: none"> <li>Continue to liaise and brief government and other Health organisations in order to improve service delivery to Bulloo shire residents.</li> </ul>	4100	MCES	<ul style="list-style-type: none"> <li>2 briefings a year</li> </ul>	Q2, Q4
	<ul style="list-style-type: none"> <li>Continue to support additional clinic in conjunction with the Dept. of Health</li> </ul>	4100	MCES	<ul style="list-style-type: none"> <li>\$ Budget expended</li> </ul>	Q4
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"> <li>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</li> </ul>	4100	SRC	<ul style="list-style-type: none"> <li>6 programs initiated</li> <li>100% complete</li> </ul>	Q1, Q2, Q3, Q4
Provide the community with linkages to Primary Health Care Services	<ul style="list-style-type: none"> <li>Deliver Schedule 1 of WQPCC Healthy Ageing Funding Agreement</li> </ul>		MCES	<ul style="list-style-type: none"> <li>100% delivered</li> </ul>	Q4
Provide support & advocacy for community members accessing Aged Care in home services	<ul style="list-style-type: none"> <li>Liaise with Thargomindah Outpatients Centre in relation to community need and service delivery gaps</li> </ul>		MCES	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>	Q1, Q2, Q3, Q4

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## 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.*

<b>Key Result Area:</b>	<b>Community Infrastructure</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Maintain and upgrade the current infrastructure in accordance with the needs of the community	<ul style="list-style-type: none"> <li>Review condition assessments and finalise review of Asset Management Plans to ensure maintenance and renewal allocations are adequate</li> <li>Investigate feasibility of updating Manual Signage to Digital for Community &amp; Roads</li> </ul>		MFS / MIS	<ul style="list-style-type: none"> <li>Plans updated and adopted by Council</li> <li>Report to Council</li> </ul>	Q4
Provide well maintained and liveable staff housing as part of Employer of Choice options to retain key staff	<ul style="list-style-type: none"> <li>Deliver Councils Tenancy Management program in line with Councils policy and agreements</li> <li>Ensure that a Tenancy maintenance schedule is in place</li> <li>Ensure that tenancy agreements are up to date and are registered</li> <li>Manage arrears and notifications for all Council employee tenants to ensure that tenancies are being managed in line with policy and procedures</li> <li>10 yr Maintenance schedule completed as part of councils long term planning</li> <li>Position Paper to CEO regarding efficiencies and Savings</li> </ul>	4120	Dalena	<ul style="list-style-type: none"> <li>100% program delivered</li> <li>100% agreements executed</li> <li>90% of arrears resolved</li> <li>Number of notifications</li> <li>10 Year Plan Endorsed</li> </ul>	Q4
Provision of community housing to allow residents to have access to affordable housing	<ul style="list-style-type: none"> <li>Maintain tenancies in line with Councils Housing policy</li> <li>Ensure all tenancies have relevant agreements and are up to date.</li> </ul>	4130	Dalena	<ul style="list-style-type: none"> <li>100% agreements executed</li> <li>90% of all arrears resolved</li> </ul>	Q4

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Maintain the cemetery reserve in line with community needs and expectations	<ul style="list-style-type: none"> <li>Research and determine adequate and sustainable service levels for the Thargo cemetery</li> <li>Deliver maintenance level in line with Councils budget and agreed service level</li> </ul>		MIS	<ul style="list-style-type: none"> <li>Number of service requests completed</li> <li>Service level determined</li> <li>Annual Cost Review</li> </ul>	Q4
Maintain good amenity for Thargomindah Main Street including streets, footpath and nature strip including streetscape	<ul style="list-style-type: none"> <li>Deliver Councils annual footpath program</li> <li>Footpaths and nature strips regularly maintained and kept clean and tidy;</li> <li>Deliver maintenance level in line with Councils budget and agreed service level</li> <li>Monthly visual inspection of town streets, footpaths and nature strips within the towns of Thargomindah and Hungerford</li> </ul>		MIS	<ul style="list-style-type: none"> <li>Footpath program delivered</li> <li>12 inspections completed</li> <li>Service level determined</li> </ul>	Q1,Q2,Q3 Q4
Maintain Infrastructure for Hungerford in a manner which reflects community priorities and standards	<ul style="list-style-type: none"> <li>Liaise with DNRM on outstanding land matters in the Hungerford Township</li> </ul>		MCG		Q4
	<ul style="list-style-type: none"> <li>❖ Aerodrome <ul style="list-style-type: none"> <li>Make application to resurvey the fenced area of the aerodrome and transfer Reserve Purpose from Racecourse Reserve to Aerodrome Reserve</li> </ul> </li> </ul>		MCG	<ul style="list-style-type: none"> <li>Application lodged</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>❖ Showgrounds <ul style="list-style-type: none"> <li>Make application to survey and excise area from Lot 13 H2346 Camping, Water and Stock Route Reserve to Showground Reserve</li> </ul> </li> </ul>		MCG	<ul style="list-style-type: none"> <li>Application lodged</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>❖ Cemetery <ul style="list-style-type: none"> <li>Make application to survey Cemetery located on Lot 1 H2344 USL and transfer to a Cemetery Reserve</li> </ul> </li> <li>❖ Road Opening</li> </ul>		MCG	<ul style="list-style-type: none"> <li>Application lodged</li> </ul>	Q4
			MCG	<ul style="list-style-type: none"> <li>Application lodged</li> </ul>	Q4



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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	<ul style="list-style-type: none"> <li>○ Road to Showgrounds and Aerodrome to be surveyed on existing alignment and application made to have road opened</li> <li>❖ Refuse Tip <ul style="list-style-type: none"> <li>○ Survey area to be excised from Reserve Lot 13 H2346</li> <li>○ Survey the existing road assessing the site</li> <li>○ Make application to purchase the area as freehold for the Refuse Tip</li> <li>○ Make application for Road Opening</li> </ul> </li> </ul>		MCG	<ul style="list-style-type: none"> <li>• Application lodged</li> </ul>	Q4
Annual inspection of playground equipment within the Shire, to ensure compliance with WH&S and public safety	<ul style="list-style-type: none"> <li>• Carry out an annual inspection/audit on playground equipment to ensure compliance and will include: <ul style="list-style-type: none"> <li>○ Condition rating</li> <li>○ Defect</li> <li>○ Soft fall compliance.</li> <li>○ Shade structures</li> <li>○ Update Asset management plans</li> </ul> </li> </ul>		MIS & SIS	<ul style="list-style-type: none"> <li>• Audit completed including photographs.</li> <li>• Asset management files completed</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>• Visual inspection carried out on equipment during normal park maintenance with inspections noted and all defects noted along with maintenance requirements</li> </ul>		MIS & SIS	<ul style="list-style-type: none"> <li>• Weekly inspections completed</li> </ul>	Q4
Community hall facilities meet the needs of the community	<ul style="list-style-type: none"> <li>• Hall hire encouraged through media advertising</li> <li>• Set schedule of fees as part of budgeting process</li> <li>• Review asset condition and maintenance requirements between 2018 - 2020 as part of asset management and provide a report to council for decision making in relation to impairment</li> </ul>	2310	Dalena	<ul style="list-style-type: none"> <li>• 100%</li> <li>• Fees adopted</li> <li>• Asset condition report completed</li> </ul>	Q2
Provide sustainable and well maintained facilities that meet committee needs in line with councils budget	<ul style="list-style-type: none"> <li>• Support community group funding applications for facilities and equipment</li> </ul>			<ul style="list-style-type: none"> <li>• 100%</li> </ul>	Q1, Q2, Q3, Q4

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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	<ul style="list-style-type: none"> <li>• Delivery a library service as per state library agreement and in line with Councils budget</li> </ul>	4410	Librarian	<ul style="list-style-type: none"> <li>• Reporting submitted on time</li> </ul>	Q1, Q2,Q3,Q4
	<ul style="list-style-type: none"> <li>• Grow library patronage and usage by 10 per cent</li> </ul>	4410	Librarian	<ul style="list-style-type: none"> <li>• Percentage increase (min 10%)</li> <li>• Percentage Book borrowings (min up by 10%)</li> <li>• Number of new books ordered</li> </ul>	
	<ul style="list-style-type: none"> <li>• Grow library programming by 10 per cent</li> </ul>	4410	Librarian	<ul style="list-style-type: none"> <li>• Number of people attending programs</li> <li>• Percentage of repeat attendance</li> <li>• Percentage increase of visitor numbers</li> </ul>	
	<ul style="list-style-type: none"> <li>• Grow collaboration with Primary and Middle School</li> </ul>			<ul style="list-style-type: none"> <li>• Number of programs delivered</li> </ul>	
	<ul style="list-style-type: none"> <li>• Continue subscription services</li> </ul>	4410	Librarian	<ul style="list-style-type: none"> <li>• 100% renewals</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>• Playgroup supported</li> </ul>	4410	Librarian	<ul style="list-style-type: none"> <li>• Number of playgroup sessions held</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>• Deliver School Holiday Programs</li> </ul>	4410	Librarian	<ul style="list-style-type: none"> <li>• Number of Holiday programs run</li> </ul>	Q2,Q4
The Riverwalk is promoted and effectively utilised	<ul style="list-style-type: none"> <li>• Walking Groups, activities are promoted</li> <li>• Guided river walk is developed</li> </ul>	4710	VICC	<ul style="list-style-type: none"> <li>• Guided River walks in Visitor Season</li> <li>• Number of programs delivered</li> </ul>	Q4

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<b>Key Result Area:</b>	<b>Social Services</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Maximise educational outcomes for school children in Thargomindah	<ul style="list-style-type: none"> <li>School has appropriate staff resources to provide education services in line with community expectations</li> <li>Provide financial support for 2<sup>nd</sup> Teacher at Thargomindah State School</li> </ul>	2000	BSC	<ul style="list-style-type: none"> <li>\$ Budget expended</li> </ul>	Q2, Q4
	<ul style="list-style-type: none"> <li>Provide financial support for distance education teacher and facility</li> <li>Distance Education Facility has appropriate resources to provide education services in line with community expectations</li> </ul>	2000	BSC	<ul style="list-style-type: none"> <li>\$ Budget expended</li> <li>Teacher's aide in place</li> </ul>	Q2, Q4
Primary and lower secondary education is supported through the Thargomindah school	<ul style="list-style-type: none"> <li>Continue to support secondary and primary education outcomes through the library such as homework club</li> </ul>	4140	MCES	<ul style="list-style-type: none"> <li>Number of partnership programs delivered</li> </ul>	Q4
Support community capacity building, social inclusion and connection through the delivery of Councils community grants program	<ul style="list-style-type: none"> <li>Deliver Councils community grants program and advertise and coordinate twice yearly in line with budget requirements</li> </ul>	4110	MCES	<ul style="list-style-type: none"> <li>100% allocated</li> </ul>	Q4
Equitable access to appropriate telecommunications technologies in accordance with community needs	<ul style="list-style-type: none"> <li>Advocacy for improved coverage put forward twice a year as part of intergovernmental briefings</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>Number of briefings</li> <li>Grant submissions lodged for mobile blackspot program</li> </ul>	Q2, Q4
	<ul style="list-style-type: none"> <li>Explore options for increased radio coverage especially for flood gauge network as part of Disaster Management data capture</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>Grant submissions for radio coverage lodged</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>Continue to support radio service infrastructure services</li> <li>Continue to investigate options for re-broadcasting of free to air television.</li> </ul>	2330	MCG	<ul style="list-style-type: none"> <li>100%</li> <li>Update report to Council</li> </ul>	Q4

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<b>Key Result Area:</b>	<b>Essential Services – Water &amp; Waste</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Ensure all required testing necessary for compliance with State Legislative requirements.	<ul style="list-style-type: none"> <li>Testing is carried out in accordance with approved Drinking Water Quality (DWQMP)</li> <li>Complete and lodge with relevant departments all necessary departments' associated collected data.</li> </ul>	6100	MIS	<ul style="list-style-type: none"> <li>DWQMP</li> <li>Amendments to DWQMP Plan</li> <li>Drinking Water Quality Management Plan (DWQMP) Review and Audit</li> <li>DWQMP Report for 2018-2019</li> <li>SWIM data</li> </ul>	Q2
Provide infrastructure required to supply water to urban and rural residents, industry and business in accordance with community needs	<ul style="list-style-type: none"> <li>Upgrade urban water supply: <ul style="list-style-type: none"> <li>Connection of bore 2 into town reticulation;</li> <li>Upgrade Cooling pond manifolds to reduce water temperature;</li> </ul> </li> </ul>	6100	MIS	<ul style="list-style-type: none"> <li>Connection of second bore – Thargomindah;</li> <li>Renewal and upgrade of cooling pond manifolds - Thargomindah</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Upgrade Hungerford water supply to ensure adequate pressure and supply by: <ul style="list-style-type: none"> <li>Carry out investigation and design of layout and sizing of required reticulation mains necessary for town supply;</li> <li>Installation of dual booster pump set to ensure adequate supply pressure throughout town;</li> </ul> </li> </ul>	6100	MIS	<ul style="list-style-type: none"> <li>Review of existing reticulation and installation of new reticulation – Hungerford</li> <li>Installation of town booster pump set - Hungerford</li> </ul>	Q2
Implement water conservation measures including community, industry and business education campaigns to minimise demand	<ul style="list-style-type: none"> <li>Develop and maintain water management plans for town supplies for Thargomindah and Hungerford to ensure town water consumption is within State allocation by: <ul style="list-style-type: none"> <li>Analysis of existing data to ascertain current property consumption.</li> </ul> </li> </ul>	6100	MIS	<ul style="list-style-type: none"> <li>Areas of reference for water supply consumption and data collection <ul style="list-style-type: none"> <li>Residential</li> <li>Commercial</li> <li>Industrial</li> <li>Parks and Gardens</li> <li>Reserves</li> </ul> </li> </ul>	Q3 Q2

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	<ul style="list-style-type: none"> <li>○ Installation of smart meters through Thargomindah with continual collection of data throughout 2017 and 2018</li> </ul>				
Maintain and upgrade the current infrastructure associated with the wastewater collection, pumping, treatment and disposal.	<ul style="list-style-type: none"> <li>• Review existing policies and procedure and existing</li> </ul>	6100	MIS	<ul style="list-style-type: none"> <li>• Monthly inspections</li> </ul>	Q4
Improve drainage in line with Thargomindah Master Plan	<ul style="list-style-type: none"> <li>• Implement 3 stages of development. Stage 3 requires funding and is design ready.</li> </ul>	6100		<ul style="list-style-type: none"> <li>• Stage 3 funding submission lodged for 2019 – 2020.</li> </ul>	
Carry out design and documentation for upgrade to sewerage system to maximise operational efficiency and meet future development needs.	<ul style="list-style-type: none"> <li>• Develop documentation and design of sewerage mains, pumping and treatment process for future residential and industrial development</li> <li>• Design developed for sewerage extension to heavy and light industrial</li> </ul>	6100	MIS	<ul style="list-style-type: none"> <li>• Sams St sewerage completed</li> <li>• Designs developed for industrial precincts</li> </ul>	Q2
Carry out service level reviews maximise operational efficiency and cost recovery.	<ul style="list-style-type: none"> <li>• Carry out review on service levels, Cost effectiveness and deliver a business case. <ul style="list-style-type: none"> <li>❖ Thargomindah Airport</li> <li>❖ Water &amp; Sewerage</li> <li>❖ Parks &amp; Gardens</li> <li>❖ Airport Fuelling</li> <li>❖ Waste &amp; Landfill</li> <li>❖ Workshop</li> <li>❖ Stores</li> </ul> </li> </ul>	6100	MIS	<ul style="list-style-type: none"> <li>• Reviews Completed</li> <li>• Business Case completed</li> </ul>	Q4

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<b>Key Result Area:</b>	<b>Waste Management</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Provide waste management facilities that meet EPA standards	<ul style="list-style-type: none"> <li>Maintain Waste transfer and landfill to EPA standard</li> </ul>	4330	MIS	<ul style="list-style-type: none"> <li>90% Compliance with EPA standards</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Ensure licensing requirements are met including reporting and inspection schedule</li> </ul>	4330	Dalena	<ul style="list-style-type: none"> <li>2 Reports Complete</li> <li>6 monthly inspections (1 with EHO)</li> </ul>	Q4
Review waste management program and facilities to ensure that they meet EPA standards and needs of the community.	<ul style="list-style-type: none"> <li>Ensure current licence in place</li> <li>Ensure maintenance and operation and transfer of waste are compliant with EPA license requirements.</li> <li>Incidents are notified to the regulator and remediated in line with their advice</li> </ul>	4330	MIS	<ul style="list-style-type: none"> <li>Licence renewed</li> <li>Monthly inspection of landfill and recycling area within the landfill area</li> <li>EPA incidents notified</li> </ul>	Q1,Q2, Q3,Q4
Develop a Strategic Plan for Waste for the long term	<ul style="list-style-type: none"> <li>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</li> <li>Develop a resourcing strategy including cost benefit analysis to support the above.</li> </ul>	4330	MIS	<ul style="list-style-type: none"> <li>Strategic review completed</li> <li>Waste Management Policy/Plan developed</li> <li>Resourcing Strategy developed in line with Strategic Waste Management Plan</li> </ul>	Q3
Ensure that services and levels are sustainable	<ul style="list-style-type: none"> <li>Review current waste collection and street sweeping program and procedures to ensure operational efficiency of existing program and the future needs of the community.</li> <li>Areas of review to include but not limited to the following: <ul style="list-style-type: none"> <li>green waste recycling;</li> <li>white goods, scrap metal recycling;</li> <li>hours of operation;</li> <li>land fill site security;</li> </ul> </li> </ul>	4330	MIS	<ul style="list-style-type: none"> <li>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"> <li>glass</li> <li>whitegoods</li> </ul> </li> </ul>	Q3

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	<ul style="list-style-type: none"> <li>○ commercial &amp; industrial waste dumping;</li> <li>○ disposal of used tyres.</li> </ul>			<ul style="list-style-type: none"> <li>○ tyres</li> <li>• car bodies and scrap steel</li> </ul>	

<b>Key Result Area:</b>	<b>Recreational Facilities</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Maximise recreational services utilisation	<ul style="list-style-type: none"> <li>• Participate in Regional recreational services planning activities in conjunction with Dept. of S &amp; R</li> <li>• Capture data in relation to recreational services utilisation across facilities</li> <li>• Liaise with local and regional sporting groups to identify &amp; promote events &amp; activities including inter-town competitions.</li> </ul>	5500	SRC	<ul style="list-style-type: none"> <li>• 3 engagements</li> <li>• 1 licence fee</li> <li>• 2 inter-town competitions promoted</li> </ul>	Q1, Q2, Q3, Q4
Sport and Rec program meets the needs of local residents and visitors	<ul style="list-style-type: none"> <li>• Deliver Summer &amp; winter sport and recreation programs</li> <li>• Timetables implemented to provide maximum access for the community</li> </ul>	4910	SRC	<ul style="list-style-type: none"> <li>• 100% delivered</li> <li>• 2 Seasonal timetables developed ( additional Holiday Timetables)</li> <li>• Number of users recorded daily</li> </ul>	Q4
Maximise utilisation of recreation facilities	<ul style="list-style-type: none"> <li>• Liaise with local sporting clubs and community organisations to promote local events utilising facilities.</li> </ul>	4950	SRC	<ul style="list-style-type: none"> <li>• Number of events promoted</li> </ul>	Q1, Q2, Q3
Carry out service level reviews maximise operational efficiency and cost recovery.	<ul style="list-style-type: none"> <li>• Carry out review on service levels, cost effectiveness and deliver a business case. <ul style="list-style-type: none"> <li>❖ Sport &amp; Recreation</li> <li>❖ Event Support</li> <li>❖ Pest / RLO</li> </ul> </li> </ul>	6100	MCES	<ul style="list-style-type: none"> <li>• Reviews Completed</li> <li>• Business Case completed</li> </ul>	Q4

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	<ul style="list-style-type: none"> <li>Facilitate working group with council and committees/clubs and other stakeholders to ensure sporting and recreational facilities are delivered in a cost effective manner</li> </ul>	6100	MCES	<ul style="list-style-type: none"> <li>Working Group formed</li> <li>No of meetings held</li> </ul>	Q4
Provide a sustainable level of recreational infrastructure that meets the needs of the community and is safe.	<ul style="list-style-type: none"> <li>Develop sustainable service levels for parks and gardens across the Shire. Including service levels for lawn mowing, garden maintenance.</li> </ul>		MIS & SIS	<ul style="list-style-type: none"> <li>Service levels adopted</li> </ul>	Q1,Q2,Q3, Q4
Deliver annual pool season and supervision as part of sport and rec summer program in line with community needs	<ul style="list-style-type: none"> <li>Deliver annual pool program</li> <li>Staff are adequately qualified to deliver programs</li> <li>Programs are delivered in line with community need</li> <li>Support the school with pool activities</li> <li>Swim &amp; Survive Program delivered</li> </ul>	4920	SRC	<ul style="list-style-type: none"> <li>100% Pool Program delivered</li> <li>Annual training undertaken</li> <li>Number of programs delivered</li> <li>Number of school activities</li> <li>Swim and survive program 100% delivered</li> </ul>	Q3

<b>Key Result Area:</b>	<b>Transport</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Maintain an efficient and safe networks of roads	<ul style="list-style-type: none"> <li>Deliver Councils annual maintenance program</li> <li>Delivery Councils annual civil works program</li> <li>Deliver R2R program</li> <li>Update the ten year road strategy and Roads Link Strategy</li> </ul>	5300 5300 3100	OM	<ul style="list-style-type: none"> <li>Programs delivered 100%</li> </ul>	Q4



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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Support State Roads Network maintenance. (TMR, TIDS, RMPC, WRUP)	<ul style="list-style-type: none"> <li>Deliver the program to TMR requirements</li> </ul>	5200 5210	OM	<ul style="list-style-type: none"> <li>100% delivery</li> <li>95% conformance</li> </ul>	Q4
Ensure road network recovers from flood events	<ul style="list-style-type: none"> <li>Deliver approved activated flood program as per DRFA contract</li> </ul>	5230	OM & ENG	<ul style="list-style-type: none"> <li>100% delivery</li> </ul>	Q4
All stakeholders responsible for the delivery of transport infrastructure work in partnership to plan for and construct an integrated network	<ul style="list-style-type: none"> <li>Continue to support SWRRTG</li> <li>Participate in Regional transport planning initiatives</li> </ul>	3100	OM	<ul style="list-style-type: none"> <li>Number of meeting attended</li> </ul>	> 80%
Provide and maintain aerodrome facilities that accommodate community, business and industry needs	<ul style="list-style-type: none"> <li>Increase fuel storage capacity</li> <li>Source funding for airport reseals in 2019</li> <li>Source funding for airport fencing upgrade in 2019-20</li> </ul>	3100	MIS & AO	<ul style="list-style-type: none"> <li>Federal Grant submitted</li> <li>Annual budget program adopted</li> </ul>	Q2
Ensure compliance with CASA requirements	<ul style="list-style-type: none"> <li>Carry out the inspections of runway prior to arrival and departure of all commercial and RFDS flights.</li> <li>Conduct a technical inspection annually</li> <li>Review Councils Airport Manual to ensure compliance requirements are met</li> </ul>	3100	MIS & AO	<ul style="list-style-type: none"> <li>Drive airport runway inspecting for defects and wildlife</li> <li>Annual inspection delivered</li> <li>Manual reviewed</li> </ul>	>900  Q3

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## 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.*

<b>Key Result Area:</b>	<b>Product &amp; Service Delivery</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
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"> <li>Maintain an active Social media (Facebook) in accordance with Councils <i>Website and Social Media Policy (1.07.1)</i> for delivery of information.</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>Number of social media updates</li> <li>Increase followers by 15%</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Upgrade Websites to new Jadu Platform in conjunction with LGAQ.</li> <li>Ensure Website it maintained and up to date.</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>Website upgrade completed</li> <li>Number of updates conducted</li> </ul>	Q1 Q4
	<ul style="list-style-type: none"> <li>Purchase Digitalisation Infrastructure to improve business processes.</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>Purchase Records Scanner</li> </ul>	Q1

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<b>Key Result Area:</b>	<b>Customer Service Culture</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
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"> <li>• Provide high quality customer service</li> <li>• Resolute all complaints in accordance with customer service charter and customer service policy <ul style="list-style-type: none"> <li>❖ Level of customer service satisfaction measured by annual survey and number of complaints</li> </ul> </li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>• 1 survey conducted</li> <li>• 90% complaints resolved</li> </ul>	Q1, Q2, Q3, Q4
	<ul style="list-style-type: none"> <li>• Enhance the use of information and communication technologies and social media to inform and engage the community about Council services.</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>• 1 post per week</li> </ul>	Q1, Q2, Q3, Q4
	<ul style="list-style-type: none"> <li>• Maintain customer service charter and standards to ensure responsive</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>• Standards reviewed annually</li> <li>• No of complaints</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>• Review administrative action complaints policy annually</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>• Annual review of policy conducted</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>• All new administrative staff have customer service induction</li> <li>• Mandatory customer service training every 3yrs</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>• Number of staff trained annually</li> <li>• 100% of new staff inducted</li> <li>• 70% of existing staff updated as part of training programs</li> </ul>	Q4

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## 6 Strong Business Practices

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

<b>Key Result Area:</b>	<b>Information Technology (IT) Systems and Processes</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
ICT systems are contemporary and are maintained and supported to deliver efficient and responsive business needs.	<ul style="list-style-type: none"> <li>Implement ICT Systems and Processes identified in ICT Strategy.</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>Systems and Processes Implemented</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Deliver in house hands on practical training for MAGIQ:-                             <ul style="list-style-type: none"> <li>Basic Training to all administrative staff</li> <li>Advanced Training for all nominated staff</li> <li>Basic training to be included in induction</li> </ul> </li> </ul>	2000	Records Officer	<ul style="list-style-type: none"> <li>Training delivered to 100% of nominated staff members</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>Purchase a cloud system for Server backup including MAGIQ</li> </ul>	2000	MCS/Records Officer	<ul style="list-style-type: none"> <li>System procured</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Coordinate migration H &amp; L Drive to Record Keeping System</li> <li>Staff engagement and support for migration</li> </ul>	2000	MCGRecords Officer	<ul style="list-style-type: none"> <li>% Migration complete</li> <li>No of information sessions held</li> </ul>	Q1,2,3,4
	<ul style="list-style-type: none"> <li>Ensure Work depot is functional, compliant with WHS standard and meets the needs of users                             <ul style="list-style-type: none"> <li>Implement the Mead Perry Change management plan</li> <li>Maintain annual WHS work program</li> <li>Maintain data as part of DeltaS</li> <li>Review software systems that support the depot</li> </ul> </li> </ul>	6100	MFS	<ul style="list-style-type: none"> <li>Actions completed</li> <li>Monthly Action plans completed</li> <li>Report to council</li> <li>Software review complete</li> </ul>	Qrtly

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	<ul style="list-style-type: none"> <li>○ Review the potential for automated work flows and redesign mapping</li> </ul>	6100	MFS	<ul style="list-style-type: none"> <li>• Mapping completed</li> </ul>	Q4
	Ensure Plant operations are compliant and efficient and plant activity meets productivity targets				
	<ul style="list-style-type: none"> <li>• Deliver budgeted plant schedule</li> </ul>	2000	OM	<ul style="list-style-type: none"> <li>• 100% delivery</li> </ul>	Qrtly
	<ul style="list-style-type: none"> <li>• Renew 10 yr plan annually</li> </ul>	2000	OM	<ul style="list-style-type: none"> <li>• program updated</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>• 'Ensure plant is serviced in line with Councils capital works schedule</li> </ul>	2000	OM	<ul style="list-style-type: none"> <li>• 100% complete</li> </ul>	Qrtly
Upgrade Council's hardware and IT network	<ul style="list-style-type: none"> <li>• Monitor productivity and utilisation returns monthly</li> </ul>	2000	OM	<ul style="list-style-type: none"> <li>• Review rates</li> </ul>	Qrtly
	<ul style="list-style-type: none"> <li>• Maintain hardware and IT networks to meet business needs</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>• Replace 10x PCs</li> <li>• Replace 4x Training Laptops</li> <li>• Replace Records Scanner</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>• Upgrade Telecommunications (Phone) System</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>• Replace Hardware</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>• ICT Infrastructure Refresh &amp; Windows Server Upgrade (<i>Warranty Expires March 2020</i>)</li> </ul>		MCG	<ul style="list-style-type: none"> <li>• Replace hardware &amp; upgrade server.</li> </ul>	Q3

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<b>Key Result Area:</b>	<b>Procurement</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Ensure Councils procurement policy is able to meet council objectives in relation to local stimulus and transparency requirements	<ul style="list-style-type: none"> <li>Continue to deliver procurement activities in accordance with Councils (buy local policy) And Promote Council procurement opportunities to local businesses</li> <li>Review Procurement Policy and Procedure</li> </ul>	3500	MFS	<ul style="list-style-type: none"> <li>1x community session held</li> <li>Reviewed Policy adopted</li> </ul>	Q4
Ensure that a robust local economy is supported through Pre-qualified procurement and local purchasing wherever possible and in line with VFM.	<ul style="list-style-type: none"> <li>Review Councils Pre-qualified procurement panel by tender</li> </ul>	3500	MFS	<ul style="list-style-type: none"> <li>Tender advertised</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Review Councils Procurement contracts up for renewal and renew cycle of contracts for effectiveness &amp; VFM.</li> </ul>	3500	MFS	<ul style="list-style-type: none"> <li>Tender advertised</li> <li>2 yr tender endorsed</li> </ul>	Q2

<b>Key Result Area:</b>	<b>Service Delivery &amp; Organisational Structure</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Support continuing evaluation of organisational structure in line with BSC Strategic Plan.	<ul style="list-style-type: none"> <li>Annual renew organisation structure in line with budget</li> <li>All positions reviewed as they become vacant.</li> </ul>		HR	<ul style="list-style-type: none"> <li>Organisation structure adopted.</li> </ul>	Q4
Optimise service delivery through increased collaboration with other local Council organisations	<ul style="list-style-type: none"> <li>Explore the potential of shared resources for hard to fill positions e.g. engineer</li> <li>Maintain an establishment list (i.e. permanent employees) for the organisation</li> </ul>		HR	<ul style="list-style-type: none"> <li>1 consultation with neighbouring councils</li> </ul>	Q4

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<b>Key Result Area:</b>	<b>Bulloo 2022</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Review and endorse Councils community Engagement Policy in line with the updating of the 2016 – 2021 Corporate Plan.	<ul style="list-style-type: none"> <li>Annual Review of community engagement as part of Councils annual consultation processes</li> </ul>		MCG	<ul style="list-style-type: none"> <li>Review complete</li> </ul>	Q4
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	<ul style="list-style-type: none"> <li>Review the Corporate Plan and budget in conjunction with community</li> </ul>		MCG	<ul style="list-style-type: none"> <li>1 plan delivered</li> </ul>	Q4

<b>Key Result Area:</b>	<b>Advocacy</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Develop a five year advocacy plan to support a strategic and focused approach for advocacy.	<ul style="list-style-type: none"> <li>Review and follow the LGAQ advocacy plan</li> </ul>		MCG	<ul style="list-style-type: none"> <li>1 plan developed</li> </ul>	Q4
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	<ul style="list-style-type: none"> <li>SWLGA membership maintained</li> </ul>		MCG	<ul style="list-style-type: none"> <li>2 meetings attended</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Meetings with ministers &amp; VIPs wherever possible to advance cases.</li> </ul>		CEO/MCG	<ul style="list-style-type: none"> <li>2 meetings a year</li> </ul>	Q4

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## 7 Our Workforce

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

<b>Key Result Area:</b>	<b>A Capable, Flexible, Productive and Committed Workforce</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Review Corporate values to develop a culture based on trust, teamwork and personal accountability	<ul style="list-style-type: none"> <li>Promote Corporate Value Awareness as part of HR Breakfast and Team Manager meetings</li> <li>Include as part of Annual Performance Review</li> </ul>		HR	<ul style="list-style-type: none"> <li>Annual Survey</li> <li>% of employees with awareness</li> </ul>	Q4
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"> <li>Continue staff BBQs</li> <li>Deliver on team building and staff recognition</li> <li>Quarterly Awards</li> <li>Deliver Team Leader meetings</li> </ul>		HR	<ul style="list-style-type: none"> <li>Sessions delivered</li> <li>4 award sessions</li> <li>4 team leader meetings</li> </ul>	Q4

<b>Key Result Area:</b>	<b>Learning &amp; Development</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Enhance opportunities for people to learn and develop new skills	<ul style="list-style-type: none"> <li>Review corporate training matrix to capture training and development as part of annual appraisal system to enhance skill development.</li> <li>Ensure all staff received annual Code of Conduct training</li> <li>Create Succession Plan for Workforce</li> </ul>	2000	HR	<ul style="list-style-type: none"> <li>Training matrix reviewed</li> <li>95% of identified training delivered</li> <li>DITA completed</li> <li>1 plan completed</li> </ul>	Q4



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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	<ul style="list-style-type: none"> <li>Identify new opportunities and funding sources that can expand Councils employee investment resources</li> </ul>	2000	HR	<ul style="list-style-type: none"> <li>Number of partnerships/subsidies</li> </ul>	Q4
Access to quality professional development initiatives for Council staff at all levels	<ul style="list-style-type: none"> <li>Monitor skills matrix to meet needs of workforce and Council initiatives</li> <li>Record training statistics and review against annual work plan requirements and staff satisfaction survey</li> </ul>	2000	HR	<ul style="list-style-type: none"> <li>Annual report presented</li> </ul>	Q2, Q4
Roles, accountabilities and decision-making processes are to be clear to enhance organisational efficiency	<ul style="list-style-type: none"> <li>Annual Review of Position Descriptions aligned to Council's organisational structure (as part of Annual Performance Review)</li> </ul>	2000	CEO/HR	<ul style="list-style-type: none"> <li>100%</li> </ul>	Q2

<b>Key Result Area:</b>	<b>Workplace Health &amp; Safety</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
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"> <li>Support Workplace Health &amp; Safety Committee meetings</li> </ul>	2000	WHSO	<ul style="list-style-type: none"> <li>&gt;8 meetings held</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Senior staff actively participate in the development and implementation of annual workplace safety plan</li> </ul>	2000	WHSO	<ul style="list-style-type: none"> <li>95% of all MAPS complete each quarter</li> </ul>	Q1,Q2, Q3,Q4
	<ul style="list-style-type: none"> <li>BSC safety System maintained at 70% compliance</li> </ul>	2000	WHSO	<ul style="list-style-type: none"> <li>BSC system working well and reaching minimum standard of 70%</li> </ul>	Q4

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	<ul style="list-style-type: none"> <li>WHS Management System Plan reviewed annually and 5 top WHS risks identified for each 12 month period of the plan.</li> </ul>		WHSO	<ul style="list-style-type: none"> <li>5 key risks identified</li> </ul>	Q1

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

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

<b>Key Result Area:</b>	<b>Accountability and Performance</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
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"> <li>Councils annual appraisal program is delivered</li> </ul>	2000	HR	<ul style="list-style-type: none"> <li>100%</li> </ul>	100%

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## 8 Asset Management

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

<b>Key Result Area:</b>	<b>Efficient Asset Management</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Develop strategic asset management plans covering all nominated asset types	<ul style="list-style-type: none"> <li>Finalise all condition reporting as part of asset management plans</li> <li>Source funding to update plans</li> </ul>	2000	MFS	<ul style="list-style-type: none"> <li>Plans updated</li> <li>Grant submissions lodged</li> </ul>	Q4
Implement an integrated asset management system into Council's operational processes	<ul style="list-style-type: none"> <li>Review and Investigate assets in line with new valuation information</li> <li>Position paper developed for restoration, useful lives and impairment</li> </ul>	2000	MFS	<ul style="list-style-type: none"> <li>Position Papers submitted</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Review Asset Disposal Policy</li> <li>Develop an Asset Disposal/Demolition strategy in relation to the consolidation of assets to support long term financial sustainability</li> </ul>	2000	MFS	<ul style="list-style-type: none"> <li>Asset Disposal Policy reviewed</li> <li>Asset disposal strategy drafted</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Review financial position and long term outlook based on updated valuations (asset sustainability ratio)</li> <li>Ensure councils financial system has appropriately recorded valuations for depreciation and balance sheet to maximise compliance</li> </ul>	2000	MFS	<ul style="list-style-type: none"> <li>Long Term Financial Plan updated</li> <li>Asset PCS file updated</li> <li>Asset Sustainability Ratio reviewed</li> </ul>	Q4

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## 9 Governance and Financial Management

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

<b>Key Result Area:</b>	<b>Corporate Governance</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
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"> <li>Review Corporate Plan annually as part of budget process</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>Review completed</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Community Engagement is active and consultations are held regularly</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>Number of consultations held</li> </ul>	Q4
Ensure Council decision making represents good Governance	<ul style="list-style-type: none"> <li>Elected Members sign all relevant documentation in relation to council meetings</li> <li>IPads kept for Council business</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>100% attendance sheets signed</li> <li>Contact details updated annually</li> <li>Council email and iPad compliant</li> </ul>	Q1 – Q4
	<ul style="list-style-type: none"> <li>Elected Members maintain disclosure requirements through electoral donations, register of interest, related party registers and MPI and COI registers.</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>Registers up to date</li> <li>Register of interest declarations received monthly</li> <li>MPI and COI recorded as part of minutes</li> <li>Related party registers updated annually</li> </ul>	Q2 Q4
	<ul style="list-style-type: none"> <li>Elected Members undergo regular training as part of their role</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>\$ expended</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Review Elected Members Code of Conduct in line with legislative changes</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>EM Code of conduct adopted</li> <li>Protocol in place</li> </ul>	Q1

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	<ul style="list-style-type: none"> <li>Review Model Meeting Procedure &amp; Standing Orders for Council Meetings</li> </ul>				
	<ul style="list-style-type: none"> <li>Council agendas meet the publication timeframe</li> <li>Council Ordinary and Special meetings are minuted</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>100% timeframe met</li> <li>12 monthly minutes published</li> </ul>	Q1 – Q4
	<ul style="list-style-type: none"> <li>Annual budget consultation held with public</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>Budget consultation held</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Annual budget workshop and special meeting are held in line with LG Act and regulations</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>Special meeting date</li> </ul>	Q4
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"> <li>Continued review and development of Council's Risk Management Plan and Framework including risk register</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>Risk Management process implemented</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>Finalise all water point agreement with landholders as part of Risk Management</li> </ul>		MCG	<ul style="list-style-type: none"> <li>Complete Project</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Review Business Continuity Plan for changes</li> <li>Develop BCP Sub Procedures/Processes</li> </ul>	2000	CEO/MCG	<ul style="list-style-type: none"> <li>BCP reviewed and adopted</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Ensure all LGAQ governance checklists are met</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>Checklists completed annually in line with all relevant legislation</li> </ul>	Q1 ongoing
	<ul style="list-style-type: none"> <li>Ensure Bulloo Shire Policies and Procedures are reviewed and up to date</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>Review Polices</li> <li>Review Procedures</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Updated Model By Laws for Bulloo Shire Council</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>100% completed</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Ensure adequate insurance policies are in place</li> <li>Undertake comprehensive review of asset schedules for insurance values</li> <li>Develop an Insurance Handbook for employees detailing procedures &amp; processes</li> <li>Maintain an Insurance Claims Register</li> </ul>	2000	MCG	<ul style="list-style-type: none"> <li>100% delivered</li> <li>Handbook developed</li> <li>Register developed</li> </ul>	Q2

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Develop and implement a fraud and corruption framework	• Review Fraud Management Policy annually	2000	MCG	• Review complete & adopted	Q1/Q4
	• Review Fraud & Corruption Control Plan	2000	MCG	• Review complete • Plan adopted • Plan Implemented	Q1
	• Implement Fraud Risk Assessment Procedure <ul style="list-style-type: none"> <li>Policy, Control Plan, Fraud Risk Assessment Procedure available in MAGIQ</li> </ul> • Identify key management personnel for mandatory Fraud training	2000	MCG	• 100% complete • 100% training delivered	Q1
	• Maintain Fraud & Corruption / Losses Register	2000	MCG	• Register updated	Ongoing

<b>Key Result Area:</b>	<b>Financial Management</b>
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Council meets its internal revenue source needs through a balanced and equitable approach to the levy of rates and charges	• Implement annual budgeting processes including forecasting and analysis • Carry out a Revenue Audit	3100	MFS	• Annual budget delivered • Audit Complete	Q4
Undertake financial planning and modelling to ensure long-term financial sustainability	• Develop alternative differential rating strategies. • Annual public consultation/engagement as part of budget	3100	MFS	• Strategy adopted by Council • 1 public session held	Q4
Ensure that the level of capital expenditure and borrowings will result in a financial position that demonstrates long term financial sustainability	• Maintain long-term financial plan in line with QTC model as part of monthly decision making and budget development process	3400	MFS	• Plan reviewed by Council	Q4

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Council maximises external opportunities for external grants which are in line with corporate aims	<ul style="list-style-type: none"> <li>Maintain revenue officer position in grant writing</li> <li>Develop unfunded project and spade ready program schedule</li> <li>Actively submit to relevant grant rounds</li> </ul>	3200	MFS	<ul style="list-style-type: none"> <li>Number of grants submitted</li> </ul>	Q2,Q4
Council maintains borrowing levels in line with its debt policy and maximises its own interest revenue	<ul style="list-style-type: none"> <li>Review debt policy annually</li> <li>Review councils position on debt management quarterly</li> <li>Comply with QTC financial tool requirements</li> <li>Conduct financial sustainability review in November</li> </ul>	3300	MFS	<ul style="list-style-type: none"> <li>Debt Policy reviewed</li> <li>Monthly update on QTC loans and investments</li> <li>1 Fin Review report delivered</li> </ul>	Q4
Manage an efficient and compliant procurement function supporting organisational performance	<ul style="list-style-type: none"> <li>Review procurement policy annually</li> <li>Continue to support local pre-qualified program</li> <li>Conduct random audits and market research</li> </ul>	3500	MFS	<ul style="list-style-type: none"> <li>Procurement policy reviewed</li> <li>Prequalified program in place</li> <li>6 random audits conducted</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Review large scale purchases for compliance</li> <li>Review the tender project plan and review Councils current template procurement process in line with LG regulations</li> </ul>	3500	MFS	<ul style="list-style-type: none"> <li>Tender project plan delivered</li> <li>Procurement template reviewed</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Review centralised procurement frameworks for efficiency and effectiveness</li> <li>Develop through a staged process to maximum capacity for digitisation of Records into PCS</li> </ul>	3500	All managers	<ul style="list-style-type: none"> <li>Procurement review completed</li> <li>Stage 1 completed</li> <li>Procurement Policy reviewed and re-adopted</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Conduct related parties test in line with council policy</li> </ul>		MFS	<ul style="list-style-type: none"> <li>Annual test</li> </ul>	Q3
Private works are compliant and meet user requirements	<ul style="list-style-type: none"> <li>Deliver private works as per schedule</li> </ul>	5220	OM	<ul style="list-style-type: none"> <li>100% delivery</li> </ul>	Q4



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<b>Key Result Area:</b>	<b>Business Planning Framework</b>
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<b>Initiative Description</b>	<b>Actions</b>	<b>Program No</b>	<b>Responsible Officer</b>	<b>Measure</b>	<b>Target</b>
Council's measurement and reporting framework to achieve the corporate goals and objectives	• Corporate Plan reviewed annually by Council and senior staff	2000	CEO	• Annual workshop	Q4
	• Quarterly Operational plans reported to Council	2000	All Managers	• Quarterly reporting	Q1 – Q4
	• Quarterly budget revisions to be presented to Council		MFS	• 3 Reviews complete	Q4
	• Maintain Council's corporate website with all legislative requirements	2000	CEO/MCG	• Website 100% compliant	Q1,Q2,Q3,Q4
	• Conduct annual compliance check				



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## **Debt Policy**

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### **CONTROL:**

Policy Type:	Financial
Authorised by:	Council
Head of Power:	<ul style="list-style-type: none"><li>• <i>Local Government Act 2009</i>; and</li><li>• <i>Local Government Regulation 2012</i></li></ul>
Responsible Officer:	Finance Manager
Adopted / Approved:	25 June 2019; Resolution 2019/105
Last Reviewed:	June 2019
Review:	June 2020  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**

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### **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**

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### **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**

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### **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.'*

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**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;
  - 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.

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**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.

**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**

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- 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**

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**a. DEFINITIONS:**

To assist in interpretation, the following definitions shall apply:

<b>Word / Term</b>	<b>Definition</b>
Council	means Bulloo Shire Council.

**b. RELATED POLICIES, LEGISLATION AND DOCUMENTS:**

<b>Links to supporting documentation</b>
Local Government Regulation 2012 – Section 193



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## **Investment Policy**

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### **CONTROL:**

Policy Type:	Financial
Authorised by:	Council
Head of Power:	<ul style="list-style-type: none"><li>• <i>Local Government Act 2009;</i></li><li>• <i>Local Government Regulation 2012; and</i></li><li>• <i>Statutory Bodies Financial Arrangements Act 1982.</i></li></ul>
Responsible Officer:	Finance Manager
Responsibilities:	Statutory compliance
Adopted / Approved:	25 June 2019; Resolution 2019/103
Last Reviewed:	June 2019
Review:	July 2020  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:

- (a) at the most advantageous interest rate available to it at the time of the investment for an investment of the proposed type; and
- (b) 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**

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### **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**

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### **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**



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- 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:

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*"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**

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### **4.1 DEFINITIONS:**

To assist in interpretation, the following definitions shall apply:

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

### **4.2 RELATED POLICIES, LEGISLATION AND DOCUMENTS:**

<b>Links to supporting documentation</b>
Local Government Regulation 2012 – Section 191



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## **Revenue Policy**

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### **CONTROL:**

Policy Type:	Financial
Authorised by:	Council
Head of Power:	<ul style="list-style-type: none"><li>• <i>Local Government Act 2009; and</i></li><li>• <i>Local Government Regulation 2012</i></li></ul>
Responsible Officer:	Finance Manager
Adopted / Approved:	25 June 2019; Resolution 2019/105
Last Reviewed:	June 2019
Review:	June 2020  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.

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**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:

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*‘..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;
  - 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

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- 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.
- 3.2.4.5

**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

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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**

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**4.1 DEFINITIONS:**

To assist in interpretation, the following definitions shall apply:

<b>Word / Term</b>	<b>Definition</b>
Council	means Bulloo Shire Council.

**4.2 RELATED POLICIES, LEGISLATION AND DOCUMENTS:**

<b>Links to supporting documentation</b>
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 2019-20 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 2019-20

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.



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Category	Criteria	2019-20 Rate in \$	2019-20 Minimum
<b>Vacant and Residential Land</b>			
<b>1</b>	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.	7.53522	\$410.00
<b>2</b>	All land within the Township of Hungerford that has a primary land use code designated as vacant land, horses /animal special or a reservoir.	7.3542	\$302.00
<b>3</b>	All land within the Township of Noccundra that has a primary land use code designated as vacant land, horses /animal special or a reservoir.	326.09224	302.00
<b>4</b>	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.	11.33668	\$348.00
<b>5</b>	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.	9.27226	\$348.00
<b>6</b>	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.	7.35056	\$293.00
<b>Commercial and Industrial land</b>			
<b>7</b>	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.	9.27418	\$417.00
<b>8</b>	All land within the Township of Hungerford that has a primary land use code designated as commercial, special use commercial or general.	9.37082	\$361.00
<b>9</b>	All land within the Township of Noccundra that has a primary land use code designated as commercial, special use commercial or general.	315.0667	\$349.00
<b>10</b>	All other land not identified in another category that has a primary land use code designated as commercial, special use commercial or general.	36.99974	\$361.00
<b>11</b>	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.	10.46706	\$417.00
<b>Rural Lands</b>			
<b>12</b>	All land greater than 100 Ha but less than 1,000 Ha that has a primary land use code designated as grazing or agricultural.	1.46754	\$302.00
<b>13</b>	All land greater than 1,000 Ha that has a primary land use code designated as grazing or agricultural.	2.61002	\$3.72.00

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<b>Intensive Industry and Other Lands</b>			
<b>14</b>	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.	91.38168	\$604.00
<b>15</b>	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.	11,307.77240	\$604.00
<b>16</b>	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.	15.98564	\$604.00
<b>17</b>	All other land with a primary land use designated 'extractive' generally used for the extracting of precious metals and/or gemstones.	55.1668	\$302.00
<b>18</b>	All other land in the shire.	70.94702	\$372.00
<b>19</b>	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.	2.384553	\$10,928.30
<b>20</b>	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.	2.384553	\$21,856.60
<b>21</b>	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.	2.384553	\$43,713.20
<b>22</b>	All mining claims over land that is 900m <sup>2</sup> or less.	0.00	\$150.00
<b>23</b>	All mining claims over land that is larger than 900m <sup>2</sup> .	0.00	\$450.00

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## 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	2019/20 Charge
<b>Each residence – Treated or Bore and Untreated Water</b>	Water – Access Charge	<b>\$435.44</b>
<b>Water – Consumption Charge – Treated or Bore Water Only</b>	Per kL	<b>\$1.08</b>

### 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	2019/20 Charge
<b>Water – Access Charge</b>	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.	<b>\$308.83</b>
<b>Water – Connected Charge</b>	Charge applied to a vacant land, single unit dwelling and each unit of a multi-unit dwelling that is connected to the water scheme.	<b>\$481.95</b>
<b>Water – Commercial Unit Charge</b>	Charge applied to each unit identified in the Commercial Water Unit Table	<b>\$ 80.33</b>

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.

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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	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

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### 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	2019/20 Charge
<b>Sewerage – Access Charge</b>	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.	<b>\$ 234.68</b>
<b>Sewerage – Connected Charge</b>	Charge applied to a single unit dwelling, each unit of a multi-unit dwelling, each room in workers accommodation and the 1 <sup>st</sup> pedestal at all other connected allotments.	<b>\$ 469.35</b>
<b>Sewerage – Additional Pedestal</b>	After the Sewerage – Connected Charge, the Charge applied to each additional non-residential pedestal (including urinal cistern) that is connected to the sewer scheme.	<b>\$ 234.68</b>

### 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	2019/20 Charge
<b>Garbage – Domestic Environmental Charge</b>	Charge applied to each domestic assessment within Thargomindah to contribute towards costs of providing the recycling and waste transfer facilities.	<b>\$ 24.11</b>
<b>Garbage – Commercial Environmental Charge</b>	Charge applied to each commercial assessment within Thargomindah to contribute towards costs of providing the recycling and waste transfer facilities.	<b>\$ 48.20</b>
<b>Garbage – Domestic Collection</b>	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.	<b>\$ 180.92</b>
<b>Garbage – Commercial Collection</b>	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.	<b>\$ 349.02</b>

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.

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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 2019/20 rates and charges for an average residential assessment in Thargomindah.

Description	2018/19 Charge	2019/20 Charge
<b>Average General Rates</b>	\$ 405.20	\$ 421.41
<b>Water – Connected Charge</b>	\$ 459.00	\$ 481.95
<b>Sewerage – Connected Charge</b>	\$ 447.00	\$ 469.35
<b>Garbage – Domestic Environmental Charge</b>	\$ 22.96	\$ 24.11
<b>Garbage – Domestic Collection</b>	\$ 172.30	\$ 180.92
<b>Total</b>	<b>\$ 1,506.46</b>	<b>\$ 1,577.74</b>

### **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 2019 – 31 December 2019
- 1 January 2020 – 30 June 2020

### **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 2019-20 financial year is 9.83% 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 2019-20 financial year is 3%.*

### **Rebates and Concessions**

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### **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**

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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.