



Bulloo
Shire

Budget 2017/2018

Presented to Special Meeting on Tuesday 18TH July 2017



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Bulloo Shire Council
2017-18 Budget

Mayors Message

I am pleased to deliver the Budget for the 2017 – 18 financial year.

The budget papers that are being presented detail Councils (\$12.9m) budget with an additional (\$18.6m) for capital projects. All capital projects will be funded from NDRRA and internal revenue sources with no new borrowings this financial year.

In the current budget year 2017-18 Council forecasts a balanced net operating result. In order to produce a balanced budget Council has had to make some tough decisions on both the operating and capital works programs. Our role as a council is to provide the community with essential services in an economically responsible manner. We have also used the significant amount of flood reimbursement to focus on the whole of the road network this year and we are expecting to see a positive and widespread return.

The future projects 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.

Council continues to support a weaker economy and with this in mind Council has contained rate increases across all different rate categories and utility services to 3% with discounts for early payment. Based on an average residential lot in the town of Thargomindah this increase equates to approximately \$45 per year per household.

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.

On behalf of Councillors Jon Cobb, Donna Humphris, Shirley Girdler, Alison Petty and the management and staff of Bulloo Shire Council I am pleased to deliver this budget to Bulloo Shire residents and we look forward to meeting all the challenges that lie ahead, whilst at the same time providing essential services and infrastructure in the most cost efficient manner for the betterment of our shire. The 2017/18 budget shows our commitment to ensuring that the whole of the Shire remains viable long into the future.

Cr John Ferguson
Mayor
Bulloo Shire Council

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 2017-18 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 most 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.

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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 2016-17 projects that were not completed by 30 June 2017 should be considered for inclusion in the 2017-18 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 2017-18, 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
2017-18 Budget

10 Year Financial Forecast

<p style="text-align: center;">BULLOO SHIRE COUNCIL Ten Year Financial Forecast Operating Statement For the Years ended 30 June 2018 - 2027</p>												
	Actual	Amended										
	16/17	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Operating Revenue												
Rates and Utility Charges	4,684,452	4,684,000	4,807,000	4,951,210	5,099,746	5,252,739	5,421,521	5,584,166	5,751,691	5,924,242	6,101,969	6,285,029
Less: Discount Allowed	-232,073	-243,000	-147,000	-151,410	-155,952	-160,631	-165,450	-170,413	-175,526	-180,791	-186,215	-191,802
	4,452,379	4,450,000	4,660,000	4,799,800	4,943,794	5,092,108	5,256,071	5,413,753	5,576,166	5,743,451	5,915,754	6,093,227
Fees and Charges	62,181	61,000	43,000	44,290	45,619	46,987	48,397	49,849	51,344	52,885	54,471	56,105
Interest	232,472	245,000	277,000	425,936	424,824	419,781	413,626	410,431	403,411	405,794	414,970	425,040
Rental Income	290,163	306,000	311,000	321,885	333,151	344,811	356,880	369,370	382,298	395,679	409,528	423,861
Recoverable Works	4,378,506	5,080,000	1,542,000	1,588,260	1,620,025	1,652,426	1,685,474	1,719,184	1,753,567	1,788,639	1,824,411	1,860,900
Gain on Sale of Developed Land	0	10,000	0	0	0	0	0	0	0	0	0	0
Grants and Subsidies	9,332,920	6,470,000	6,217,000	6,403,510	6,595,615	6,793,484	6,997,288	7,207,207	7,423,423	7,646,126	7,875,510	8,111,775
Total Operating Revenues	18,748,621	16,622,000	13,050,000	13,583,681	13,963,028	14,349,597	14,757,736	15,169,794	15,590,210	16,032,573	16,494,644	16,970,908
Operating Expenditure												
Administration and Governance	3,320,700	3,454,000	3,325,000	3,167,250	3,313,768	3,361,681	3,462,531	3,566,407	3,701,899	3,712,956	3,927,345	4,148,165
Community Services Costs	1,724,782	1,889,500	1,925,000	1,982,750	2,042,233	2,263,149	2,439,194	2,352,720	2,546,301	2,622,690	2,841,021	3,085,902
Infrastructure Operations	960,780	1,021,000	1,554,000	2,064,120	2,126,044	2,327,825	2,397,660	2,772,589	2,799,767	2,986,760	2,923,363	2,858,064
Recoverable Works Costs	4,199,372	5,265,000	1,390,000	1,429,434	1,458,023	1,487,183	1,516,927	1,547,265	1,578,211	1,609,775	1,641,970	1,674,810
Net Plant Operating Costs	-1,729,519	-1,455,000	-1,781,000	-1,834,430	-1,889,463	-1,946,147	-2,004,531	-2,064,667	-2,126,607	-2,190,405	-2,256,118	-2,323,801
Health and Environmental Costs	529,609	599,000	634,000	653,020	672,611	692,789	713,573	734,980	757,029	779,740	803,132	827,226
Finance Costs	152,243	129,000	159,000	126,435	103,098	78,680	53,131	26,399	5,728	0	0	0
Depreciation	4,326,636	4,330,000	4,415,000	4,436,020	4,456,020	4,476,620	4,497,838	4,519,693	4,542,203	4,565,388	4,589,269	4,613,867
Works Administration Costs	1,080,290	1,302,000	1,318,000	1,357,540	1,449,766	1,390,259	1,431,967	1,474,926	1,519,174	1,667,749	1,717,781	1,769,315
	14,564,893	16,597,500	12,939,000	13,382,139	13,732,098	14,132,039	14,508,289	14,930,311	15,323,704	15,754,653	16,187,765	16,653,547
OPERATING RESULT	4,183,728	24,500	111,000	201,542	230,930	217,558	249,448	239,483	266,506	277,920	306,880	317,361
Capital Items												
Sale of Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0	0
Flood Damaged Road Write Off	0	0	0	0	0	0	0	0	0	0	0	0
Capital Grants, and Subsidies	6,924,908	7,590,000	10,001,887	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
INCREASE IN OPERATING CAPABILITY	11,108,636	7,614,500	10,112,887	1,252,542	1,230,930	1,247,558	1,310,348	1,332,210	1,392,014	1,437,194	1,500,932	1,547,235

Bulloo Shire Council
2017-18 Budget

BULLOO SHIRE COUNCIL
Budgeted Balance Sheet
For the Years ended 30 June 2018 - 2027

	Actual 16/17	Amended 16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Current Assets												
Cash and Equivalents	18,323,567	15,961,220	14,197,870	14,160,792	13,992,700	13,787,540	13,681,035	13,447,032	13,526,480	13,832,344	14,164,010	14,515,018
Trade Receivables	1,306,043	805,277	1,144,989	1,188,649	1,197,038	1,705,979	1,207,818	1,111,685	985,195	994,921	1,004,937	1,015,225
Inventories	270,362	281,945	238,417	245,570	252,937	260,526	268,340	276,391	284,682	293,224	302,020	311,080
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	19,899,972	17,048,442	15,581,276	15,595,011	15,442,675	15,754,045	15,157,193	14,835,108	14,796,358	15,120,489	15,474,967	15,841,353
Non-Current Assets												
Receivables	963,711	970,472	769,617	664,317	559,017	- 46,583	263,611	263,611	263,611	263,611	263,611	263,611
Property, Plant and	210,584,813	210,673,626	224,712,344	225,763,344	226,763,344	227,793,344	228,854,244	229,946,971	231,072,480	232,231,754	233,425,806	234,655,680
Total Non-Current Assets	211,548,524	211,644,098	225,481,961	226,427,661	227,322,361	227,746,761	229,117,855	230,210,582	231,336,091	232,495,365	233,689,417	234,919,291
TOTAL ASSETS	231,448,496	228,692,540	241,063,237	242,022,672	242,765,036	243,500,806	244,275,048	245,045,690	246,132,449	247,615,854	249,164,384	250,760,645
Current Liabilities												
Trade and Other Payables	610,994	1,528,113	562,815	579,699	597,090	615,003	633,453	652,457	672,031	692,191	712,957	734,346
Interest Bearing Liabilities	309,718	483,000	331,809	528,428	552,846	578,395	605,127	214,189	-	-	-	-
Provisions	283,203	80,000	287,203	295,819	304,694	313,834	323,250	332,947	342,935	353,223	363,820	374,735
Total Current Liabilities	1,203,915	2,091,113	1,181,827	1,403,947	1,454,630	1,507,233	1,561,830	1,199,593	1,014,966	1,045,415	1,076,777	1,109,081
Non-Current Liabilities												
Trade and Other Payables	157,022	157,022	164,873	169,819	174,914	180,161	185,566	191,133	196,867	202,773	208,856	215,122
Interest Bearing Liabilities	3,119,796	2,983,864	2,614,918	2,086,490	1,533,643	955,248	350,121	135,932	-	-	-	-
Provisions	254,185	419,409	275,155	283,410	291,912	300,669	309,689	318,980	328,549	338,406	348,558	359,015
Total Non-Current Liabilities	3,531,003	3,560,295	3,054,946	2,539,718	2,000,469	1,436,079	845,376	646,045	525,416	541,179	557,414	574,137
TOTAL LIABILITIES	4,734,918	5,651,408	4,236,773	3,943,665	3,455,099	2,943,311	2,407,206	1,845,638	1,540,382	1,586,594	1,634,192	1,683,217
NET COMMUNITY ASSETS	226,713,578	223,041,132	236,826,464	238,079,006	239,309,936	240,557,495	241,867,842	243,200,052	244,592,066	246,029,260	247,530,192	249,077,427
Community Equity												
Shire Capital	108,690,985	108,690,985	108,690,985	109,741,985	110,741,985	111,771,985	112,832,885	113,925,612	115,051,121	116,210,395	117,404,447	118,634,321
Accumulated Surplus	15,808,259	4,545,814	25,921,146	26,122,688	26,353,618	26,571,176	26,820,624	27,060,107	27,326,612	27,604,532	27,911,412	28,228,773
Asset Revaluation Reserve	96,185,000	103,775,000	96,185,000	96,185,000	96,185,000	96,185,000	96,185,000	96,185,000	96,185,000	96,185,000	96,185,000	96,185,000
Other Reserves	6,029,333	6,029,333	6,029,333	6,029,333	6,029,333	6,029,333	6,029,333	6,029,333	6,029,333	6,029,333	6,029,333	6,029,333
TOTAL COMMUNITY EQUITY	226,713,577	223,041,132	236,826,464	238,079,006	239,309,936	240,557,494	241,867,842	243,200,052	244,592,066	246,029,260	247,530,192	249,077,427
Capital Expenditure		11,580,515	18,602,531	5,487,020	5,456,020	5,506,620	5,558,738	5,612,420	5,667,712	5,724,662	5,783,322	5,843,741
Unfunded Depreciation		-	-	-	-	-	-	-	-	-	-	-
Loan Repayment		339,620	631,526	631,526	631,526	631,526	631,526	631,526	219,917	-	-	-
General Revenue for Capital		1,029	4,439,738	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

	Target	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Working Capital Ratios	> 1.1	8.15	13.18	11.11	10.62	10.45	9.70	12.37	14.58	14.46	14.37	14.28
Operating Surplus	0 - 15%	22.31%	0.85%	1.48%	1.65%	1.52%	1.69%	1.58%	1.71%	1.73%	1.86%	1.87%
Net Financial Liabilities	< 60%	-60.79%	-86.93%	-85.77%	-85.85%	-89.28%	-86.40%	-85.63%	-85.03%	-84.41%	-83.91%	-83.43%
Asset Sustainability	> 90%	240.89%	338.73%	111.32%	110.20%	110.71%	111.23%	111.76%	112.30%	112.85%	113.42%	113.99%

Bulloo Shire Council
2017-18 Budget

BULLOO SHIRE COUNCIL
Budgeted Cash Flows Statement
For the Years ended 30 June 2018 - 2027

	Actual 2017	Amend. 16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Cash flows from operating activities:												
Receipts from customers	8,879,164	10,004,021	6,445,000	6,432,350	6,609,438	6,791,521	6,989,942	7,182,786	7,381,077	7,584,974	7,749,637	8,010,232
Payments to suppliers and employees	-11,312,591	-12,276,629	-8,380,359	-8,753,213	-9,243,574	-9,646,611	-9,934,878	-10,452,579	-10,948,642	-11,361,321	-11,769,709	-12,210,033
	-2,433,427	-2,272,608	-1,935,359	-2,320,863	-2,634,136	-2,855,091	-2,944,936	-3,269,793	-3,567,565	-3,776,347	-3,975,072	-4,199,802
Interest Received	232,361	245,000	277,000	321,885	333,151	344,811	356,880	369,370	382,298	395,679	409,528	423,861
Rental Income	284,372	299,000	304,000	425,936	424,824	419,781	413,626	410,431	403,411	405,794	414,970	425,040
Non capital grants and contributions	9,332,920	6,470,000	6,217,000	6,403,510	6,595,615	6,793,484	6,997,288	7,207,207	7,423,423	7,646,126	7,875,510	8,111,775
Borrowing costs	-152,243	-192,000	-159,000	-126,435	-103,098	-78,680	-53,131	-26,399	-5,728	0	0	0
Net cash inflow (outflow) from operating activities	7,263,983	4,549,392	4,703,641	4,704,033	4,616,356	4,624,306	4,769,728	4,690,816	4,635,840	4,671,252	4,724,935	4,760,875
Cash flows from investing activities:												
Payments for property, plant and equipment	-5,832,089	-5,987,000	-18,602,531	-5,487,020	-5,456,020	-5,506,620	-5,558,738	-5,612,420	-5,667,712	-5,724,662	-5,783,322	-5,843,741
Proceeds from sale of property, plant and equipment	346,980	330,000	254,094	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Grants, subsidies, contributions and donations	7,103,218	7,590,000	10,001,887	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
Net cash inflow (outflow) from investing activities	1,618,109	1,933,000	-8,346,550	-4,236,020	-4,256,020	-4,276,620	-4,297,838	-4,319,693	-4,342,203	-4,365,388	-4,389,269	-4,413,867
Cash flows from financing activities:												
Proceeds from borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of borrowings	-716,830	-679,477	-482,787	-505,091	-528,428	-552,846	-578,395	-605,127	-214,189	0	0	0
Net cash inflow (outflow) from financing activities	-716,830	-679,477	-482,787	-505,091	-528,428	-552,846	-578,395	-605,127	-214,189	0	0	0
Net increase (decrease) in cash held	8,165,263	5,802,916	-4,125,696	-37,076	-168,092	-205,160	-106,505	-234,003	79,449	305,864	335,666	347,008
Cash at beginning of reporting period	10,158,305	10,158,305	18,323,566	14,197,870	14,160,792	13,992,700	13,787,540	13,681,035	13,447,032	13,526,480	13,832,344	14,168,010
Cash at end of reporting period	18,323,568	15,961,221	14,197,870	14,160,792	13,992,700	13,787,540	13,681,035	13,447,032	13,526,480	13,832,344	14,168,010	14,515,018
			14,109,870	13,979,512	13,712,623	13,402,900	13,185,811	12,834,935	12,790,944	12,966,513	13,164,728	13,366,818

Bulloo Shire Council
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BULLOO SHIRE COUNCIL

Ten Year Sustainability Ratios

For the Years ended 30 June 2018 - 2027

	Target		16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Working Capital Ratios	> 1.1		8.15	13.18	11.11	10.62	10.45	9.70	12.37	14.58	14.46	14.37	14.28
Operating Surplus	0 - 15%		22.31%	0.85%	1.48%	1.65%	1.52%	1.69%	1.58%	1.71%	1.73%	1.86%	1.87%
Net Financial Liabilities	< 60%		-60.79%	-86.93%	-85.77%	-85.85%	-89.28%	-86.40%	-85.63%	-85.03%	-84.41%	-83.91%	-83.43%
Asset Sustainability	> 90%		240.89%	338.73%	111.32%	110.20%	110.71%	111.23%	111.76%	112.30%	112.85%	113.42%	113.99%

Bulloo Shire Council
2017-18 Budget

BULLOO SHIRE COUNCIL
Budgeted Statement of Changes in Equity
For the Years ended 30 June 2018 - 2027

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<u>Asset Revaluation Reserve</u>											
Opening Balance	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00
Increase in Year	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00	108,690,985.00
<u>Accumulated Surplus</u>											
Opening Balance	8,193,759.00	15,808,259.00	25,921,146.00	27,173,688.15	28,404,618.34	29,652,176.23	30,962,524.01	32,294,733.71	33,686,748.14	35,123,942.06	36,624,874.24
Surplus/(Deficit) for the year	7,614,500.00	10,112,887.00	1,252,542.15	1,230,930.19	1,247,557.89	1,310,347.78	1,332,209.70	1,392,014.43	1,437,193.92	1,500,932.18	1,547,234.84
Closing Balance	15,808,259.00	25,921,146.00	27,173,688.15	28,404,618.34	29,652,176.23	30,962,524.01	32,294,733.71	33,686,748.14	35,123,942.06	36,624,874.24	38,172,109.08
Opening Balance	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00
Increase/(Decrease) for the year	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00	96,185,000.00
<u>Operating Reserves</u>											
Opening Balance	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00
Increase in year	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00	6,029,333.00
	226,713,577.00	236,826,464.00	238,079,006.15	239,309,936.34	240,557,494.23	241,867,842.01	243,200,051.71	244,592,066.14	246,029,260.06	247,530,192.24	249,077,427.08
<u>TOTAL EQUITY</u>											
Opening Balance	219,099,077.00	226,713,577.00	236,826,464.00	238,079,006.15	239,309,936.34	240,557,494.23	241,867,842.01	243,200,051.71	244,592,066.14	246,029,260.06	247,530,192.24
Surplus/(Deficit) for the year	7,614,500.00	10,112,886.00	1,252,542.15	1,230,930.19	1,247,557.89	1,310,347.78	1,332,209.70	1,392,014.43	1,437,193.92	1,500,932.18	1,547,234.84,
Inc/(Dec) Shire Capital	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	7,614,500.00	10,112,886.00	1,252,542.15	1,230,930.19	1,247,557.89	1,310,347.78	1,332,209.70	1,392,014.43	1,437,193.92	1,500,932.18	1,547,234.84,
Closing Balance	226,713,577.00	236,826,463.00	238,079,006.15	239,309,936.34	240,557,494.23	241,867,842.01	243,200,051.71	244,592,066.14	246,029,260.06	247,530,192.24	249,077,427.08

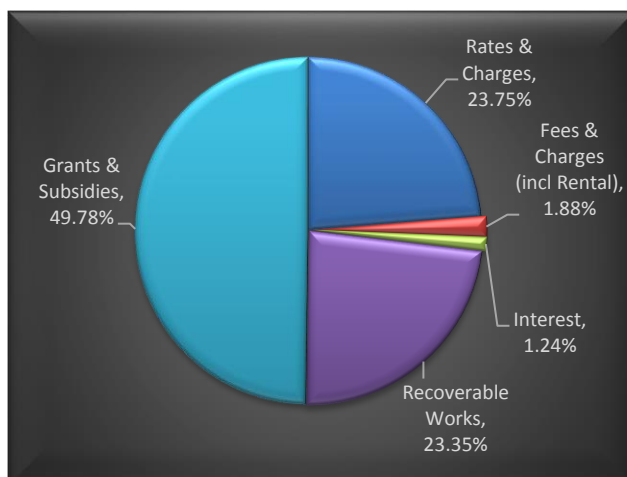
Summary of key information

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

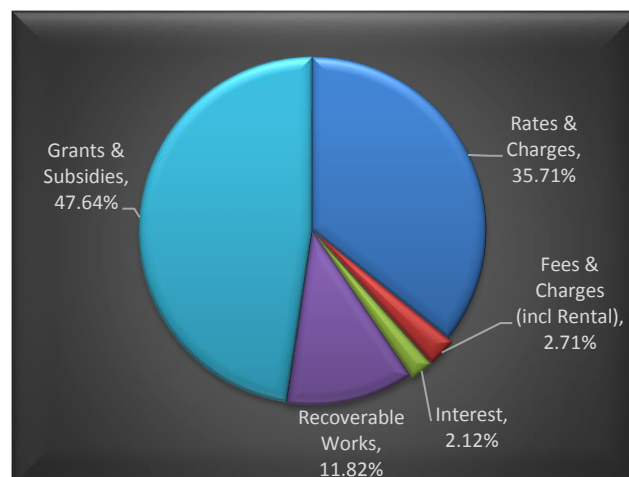
Council Operating Income

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 and no allowance has been made for TIDS or WRUP funding.

2016/17 Actual Operating Income



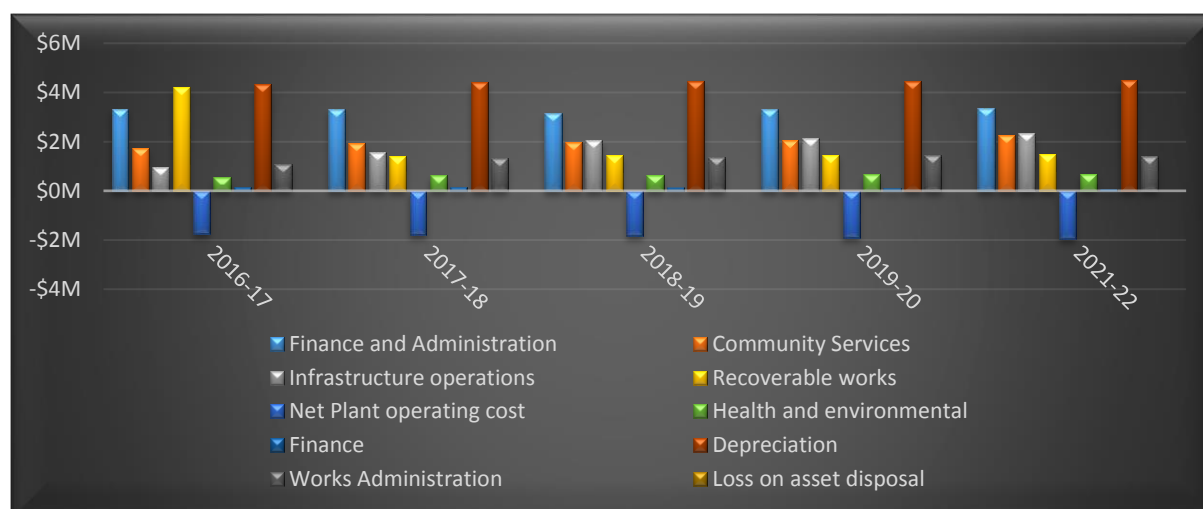
2017/18 Proposed Operating Income



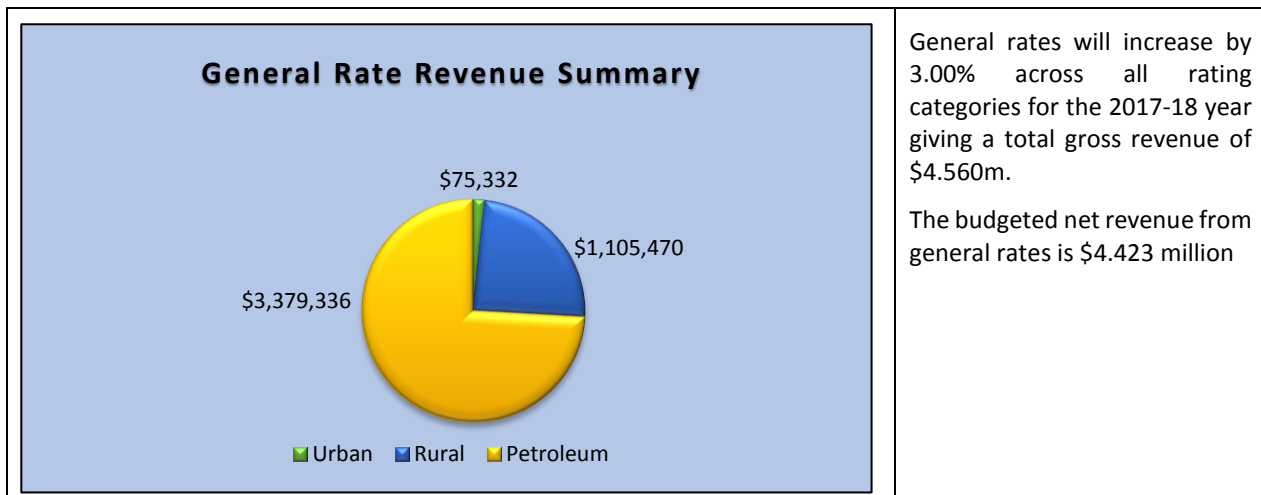
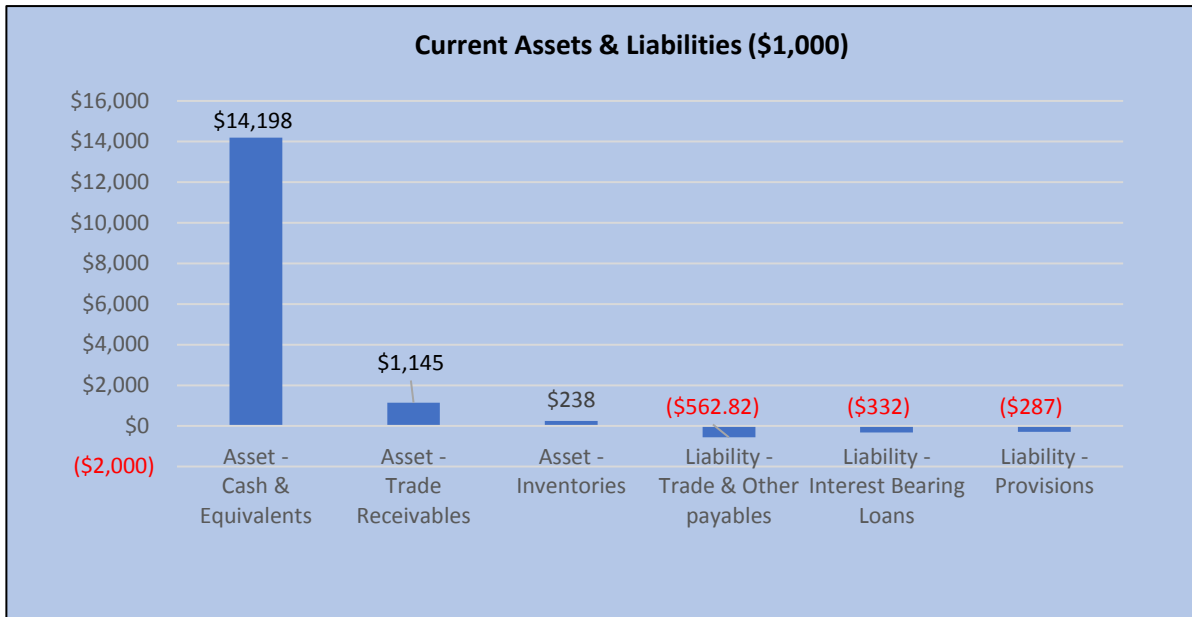
Councils Operating Expenditure

Councils operating expenditure for the 2017-18 year will decrease by 11.16% compared to 2016-2017 expenditure levels. Net Plant Operating Costs show a larger return due to the proposed better utilisation of council plant.

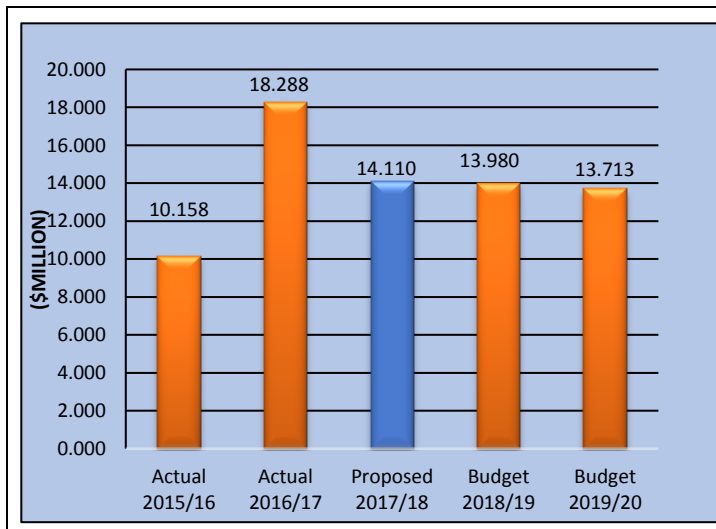
Note: Council Flood Damage works are treated as Capital Works and not Operating Costs.



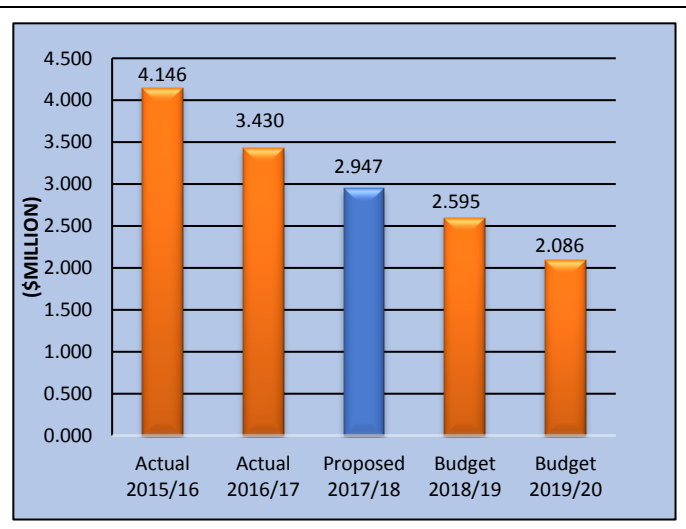
Bulloo Shire Council 2017-18 Budget



Cash & Investments



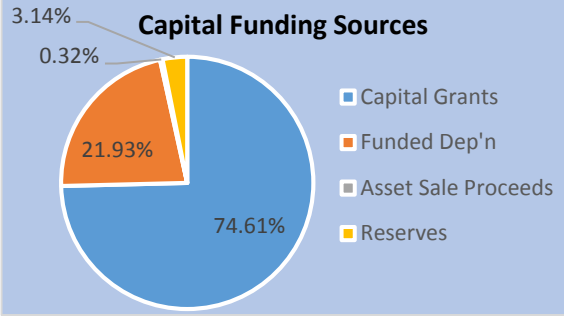
Debt Position

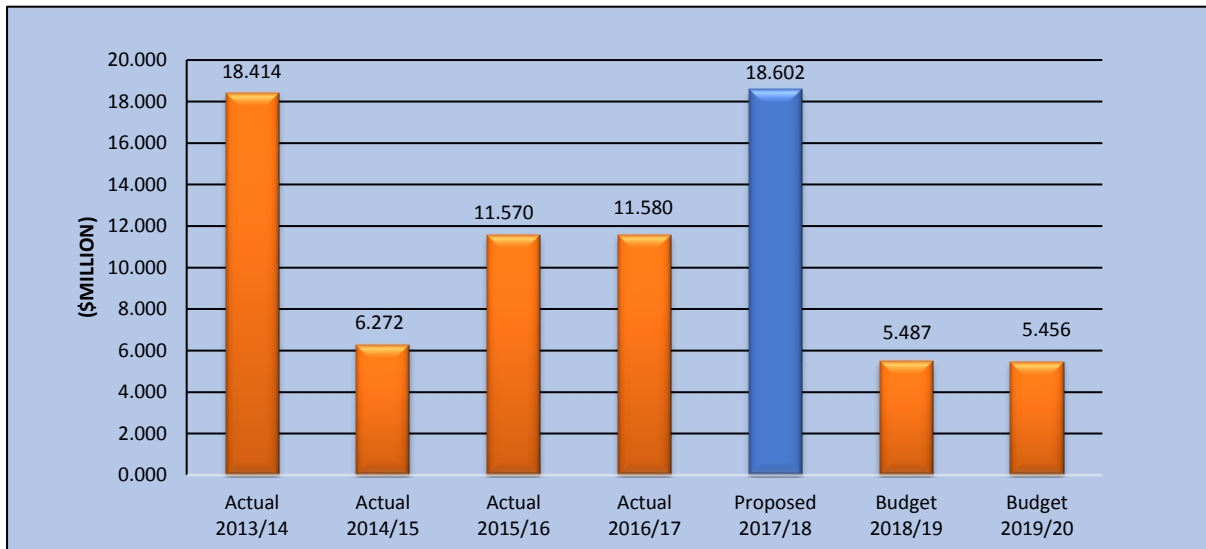


Bulloo Shire Council 2017-18 Budget

CAPITAL WORKS

Bulloo Shire Council is continuing to undertake a very large capital program totaling \$18.602m. The majority of this is flood damage works.

1720-4000-0000 Buildings	\$ 752,000.00	 <p>Capital Funding Sources</p> <ul style="list-style-type: none"> Capital Grants: 74.61% Funded Dep'n: 21.93% Asset Sale Proceeds: 3.14% Reserves: 0.32%
1730-4000-0000 Other	\$ 202,000.00	
1740-4000-0000 Plant	\$ 490,550.00	
1760-4000-0000 Road	\$ 16,800,981.00	
1780-4000-0000 Sewerage	\$ 87,000.00	
1770-4000-0000 Water	\$ 270,000.00	
TOTAL	\$18,602,531.00	



Bulloo Shire Council
2017-18 Budget

CAPITAL WORKS PROGRAM 2017-18

DETAILS	TYPE	BUDGET	CAPITAL GRANTS	SOURCE	RESERVES	FUNDED DEPRECIATION	ASSET PROCEEDS
LAND (>\$10), IMPROVEMENTS (>\$5,000)							
RECORDS THE PURCHASE OF LAND ASSETS BUT NOT LAND HELD FOR RESALE. BUILDINGS ARE ACCOUNTED FOR SEPARATELY. IMPROVEMENTS INCLUDE RETAINING WALLS, OVALS, LARGE SCALE LANDSCAPING.							
LAND PURCHASES - USL - CARAVAN PARK/HUNGERFORD	NEW	20,000			20,000		
		20,000			20,000		

'BUILDINGS (>\$10,000)							
RECORDS THE BUILT ASSETS ON THE LAND WHICH HAVE A ROOF AND WALLS. EXAMPLES INCLUDE PUBLIC CONVENIENCES, HOUSES, CLUB HOUSES.							
BOR FUNDING SET-ASIDE FUNDS FOR BOR PROJECTS, COUNCIL SHARE 50%	NEW	567,000				567,000	
AIRPORT TERMINAL - FURNITURE AND FURNISHINGS	NEW	20,000			20,000		
THARGOMINDAH WORKSHOP - SUMMER COOLING. INSTALLATION OF MISTING COOLING FANS	NEW	20,000			20,000		
THARGOMINDAH EXPLORATION CENTRE - FEASIBILITY	NEW	50,000			50,000		
COMMUNITY CENTRE PROVIDE EXTERNAL RENOVATION (RE-CLAD WALLS AND PAINT	REPLACEMENT	60,000				60,000	
OLD HOSPITAL KITCHEN	REPLACEMENT	35,000				35,000	
		752,000			90,000	662,000	

OTHER STRUCTURES (>\$10,000)							
TOWN WALKING TRACKS - HOSPITAL TO HYDRO	NEW	107,000			107,000		
CARAVAN PARK - OFFICE ACCESS RAMP	UPGRADE	14,000				14,000	
CARAVAN PARK - SOLAR BOLLARD LIGHTING	NEW	21,000			21,000		
THERMAL SPA BATHS	NEW	20,000			20,000		
OLD HYDRO	REPLACEMENT	20,000				20,000	
		182,000			148,000	34,000	

PLANT & EQUIPMENT							
WASTE COMPACTOR LOADER	NEW	125,000			125,000		
WORKSHOP – NEW PLASMA CUTTER	NEW	16,550			16,550		
WORKSHOP – NEW MOBILE COMPRESSOR	NEW	5,000			5,000		
GRADER (SELL EXCAVATOR)	RENEWAL	344,000				284,000	60,000
		490,550			146,550	284,000	60,000

**Bulloo Shire Council
2017-18 Budget**

DETAILS	TYPE	BUDGET	CAPITAL GRANTS	SOURCE	RESERVES	FUNDED DEPRECIATION	ASSET PROCEEDS
ROAD INFRASTRUCTURE (>\$10,000) BRIDGES & HYDRAULIC STRUCTURES (>\$10,000)							
ARRABURY RD. MAINTENANCE GRADING OF 'GAPS' BETWEEN NDRRA SITES	RENEWAL	129,180				129,180	
HUNGERFORD RD. MAINTENANCE GRADING OF 'GAPS' BETWEEN NDRRA SITES	RENEWAL	218,640				218,640	
WARRY GATE RD. MAINTENANCE GRADING OF 'GAPS' BETWEEN NDRRA SITES	RENEWAL	175,000				175,000	
HUNGERFORD RD. FORMATION RESHEETING CH 117.00 TO CH 119.65, ROCKY HILL PAST MOOMBIDARY, NDRRA COMPLIMENTARY WORKS	RENEWAL	402,000				402,000	
INNAMINCKA RD. PAVEMENT SEALING CH112.64 TO 119.50	NEW	1,244,078	\$600,000	TTC		644,078	
INNAMINCKA RD. INSTALL CONCRETE MARGIN CH30.92 TO CH31.56, 2 SECTIONS. NDRRA COMPLIMENTARY WORKS	NEW	243,100	243,100	R2R			
INNAMINCKA RD. INSTALL CONCRETE MARGIN CH60.96 TO CH60.16. NDRRA COMPLIMENTARY WORKS	NEW	143,000	143,000	R2R			
INNAMINCKA RD. INSTALL CONCRETE MARGIN CH164.06 TO CH164.62. NDRRA COMPLIMENTARY WORKS	NEW	85,800	85,800	R2R			
INNAMINCKA RD. INSTALL CONCRETE MARGIN CH171.84 TO CH171.92. NDRRA COMPLIMENTARY WORKS	NEW	57,200	57,200	R2R			
WARRY GATE RD. INSTALL CONCRETE FLOODWAY CH55.72 TO CH55.78.	NEW	264,418	264,418	R2R			
NDRRA COMPLIMENTARY WORKS.							
WARRY GATE RD. INSTALL CONCRETE FLOODWAY CH69.75 TO CH69.81. NDRRA COMPLIMENTARY WORKS.	NEW	264,418	264,418	R2R			
GRIDS AND GATES	RENEWAL	100,000				100,000	
FOOTPATHS AND KERBS	RENEWAL	100,000			100,000		
COUNCIL WATER POINTS - EXCAVATE AND CLEAN OUT EXISTING WATER POINTS	RENEWAL	50,000				50,000	
RESEAL	RENEWAL	440,000				440,000	
BRIDGE INSPECTIONS. LEVEL 3 BRIDGE INSPECTION BULLOO DOWNS RD, LEVEL 2 INSPECTIONS	RENEWAL	20,000			20,000		
DEC-JAN 2016 EVENT	RENEWAL	1,486,954.25	1,486,955	NDRRA			
MAY 2016 EVENT	RENEWAL	9,452,838.20	9,452,838	NDRRA			
SEPTEMBER 2016 EVENT	RENEWAL	1,281,147.20	1,281,147	NDRRA			
10% COUNCIL CONTRIBUTION TO NDRRA WORKS BY DAY LABOUR	RENEWAL	643,207.35				643,207.35	
		16,800,981	13,875,876		120,000	2,802,105	

**Bulloo Shire Council
2017-18 Budget**

DETAILS	TYPE	BUDGET	CAPITAL GRANTS	SOURCE	RESERVES	FUNDED DEPRECIATION	ASSET PROCEEDS
SEWERAGE INFRASTRUCTURE (>\$10,000)							
THARGOMINDAH - SEWERAGE TELEMTRY.	NEW	35,000			35,000		
RECONFIGURATION OF EXISTING VACUUM SEWER	RENEWAL	27,000				27,000	
DOCUMENTATION AND DESIGN OF INDUSTRIAL AREA SEWER FOR FUTURE DEVELOPMENT AND CONNECTION	NEW	25,000			25,000		
		87,000.00			60,000	27,000	
TOTAL (EXCL WATER INFRASTRUCTURE)		18,232,531	13,878,876		584,550	3,809,105	60,000

DETAILS	TYPE	BUDGET	CAPITAL GRANTS	SOURCE	RESERVES	FUNDED DEPRECIATION	ASSET PROCEEDS
WATER INFRASTRUCTURE (>\$10,000) – BUILDING OUR REGIONS (BOR) FUNDING APPLIED FOR THE FOLLOWING PROJECTS							
THARGOMINDAH – WATER SUPPLY TELEMTRY	NEW	65,000.00				65,000.00	
RECONSTRUCTION OF BORE 01 HEADWORKS	RENEWAL	25,000.00				25,000.00	
RECONSTRUCTION OF COOLING POND DISCHARGE HEADWORKS – STAGE 2 OF WATER SUPPLY UPGRADE PROGRAM	RENEWAL	35,000.00				35,000.00	
RECONSTRUCTION OF BORE 02 HEADWORKS – STAGE 3 OF WATER SUPPLY UPGRADE PROGRAM	RENEWAL	25,000.00				25,000.00	
SMART METERS – RESIDENTIAL PROPERTY CONNECTION. STAGE 1 OR METER PROGRAM	NEW	120,000.00				120,000.00	
		270,000.00				270,000.00	

		18,602,531	13,878,876		584,550	4,079,105	60,000
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Bulloo Shire Council
2017-18 Budget

Rates Calculation Summary

Differential General Rates

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

- * UCV changes in value and increase/decrease in the number of rateable lots.
- ** Thargomindah Residential - 1 property in this rate category has a capped valuation due to UCV changes and split valuations.
- *** Noccundra - commercial sale of the hotel resulted in a rezoning and change of Differential Rate Categories of Vacant Land and Commercial.

Category	Category Detail	2016-17 Revenue	2017-18 Revenue	% Change
1	Vacant Land – Thargomindah	\$ 5,300.91	\$ 5,623.90	* 6.09%
2	Vacant Land – Hungerford	\$ 1,930.60	\$ 1,988.56	3.00%
3	Vacant Land – Noccundra	\$ 2,745.46	\$ 3,196.68	*** 16.44%
4	Vacant Land – Other			
5	Residential – Thargomindah	\$ 26,139.38	\$ 27,235.66	** 4.19%
6	Residential – Hungerford	\$ 4,018.30	\$ 4,138.94	3.00%
7	Commercial – Thargomindah	\$ 4,218.10	\$ 4,344.66	3.00%
8	Commercial – Hungerford	\$ 329.60	\$ 339.50	3.00%
9	Commercial – Noccundra	\$ 1,037.97	\$ 890.92	***-14.17%
10	Commercial – Other	\$ 3,189.70	\$ 3,285.42	3.00%
11	Industry - Thargomindah	\$ 15,633.79	\$ 16,728.54	* 7.00%
12	Small Rural	\$ 1,506.10	\$ 1,551.32	3.00%
13	Rural	\$ 1,069,903.40	\$ 1,102,000.52	3.00%
14	Jackson & Naccowlah	\$ 566,518.00	\$ 583,510.00	3.00%
15	Ballera Gas Centre	\$ 2,095,514.55	\$ 2,131,732.00	* 1.73%
16	Petroleum Leases	\$ 624,976.79	\$ 648,362.54	3.74%
17	Extractive Leases	\$ 3,702.12	\$ 3,813.26	3.00%
18	All Other Land	\$ 20,632.02	\$ 21,250.92	3.00%
19	Worker Accommodation 50-100	\$ -	\$ -	New
20	Worker Accommodation 100-200	\$ -	\$ -	New
21	Worker Accommodation >200	\$ -	\$ -	New

**Bulloo Shire Council
2017-18 Budget**

Water Charges

Group	Rate Group Details	2016-17 Revenue	2017-18 Revenue	% Change
1	Thargomindah	\$ 101,530	\$ 104,577	3%
2	Hungerford	\$ 12,000	\$ 12,360	3%

Sewerage Charges

Group	Rate Group Details	2014-15 Revenue	2017-18 Revenue	% Change
1	Thargomindah	\$ 84,705	\$ 87,247	3%

Garbage Charges

Group	Rate Group Details	2014-15 Revenue	2015-16 Revenue	% Change
1	Thargomindah – Environmental	\$ 4,706	\$ 4,870	3.48%
1	Thargomindah - Collection	\$ 35,436	\$ 36,895	4.11%

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 2017-18 (as adopted on 18 July 2017) compared with the rates and utility charges levied in 2016/17 as adopted on 21 June 2016 is 3%.

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

OPERATIONAL PLAN 2017-2018



OPERATIONAL PLAN

2017 / 2018

Bulloo Shire Council
2017-18 Budget

OPERATIONAL PLAN 2017-2018

1. Natural Environment

Key Result Area:	Natural Resources				
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	<ul style="list-style-type: none"> Support joint pest management initiatives with other shires in the region Liaise with Desert Channels in relation to pest management issues and initiatives 	4500	RLO/MCES	<ul style="list-style-type: none"> Plans implemented 100% meetings attended 3 liaisons 	Q1 Q4 Q4
Implement Council Pest Management Strategies	<ul style="list-style-type: none"> Continue to implement Council's Biosecurity Plan Continue to support the Pest Management Advisory Committee 	4500	RLO	<ul style="list-style-type: none"> Actions Reported 3 Meetings per year 	Q4
	<ul style="list-style-type: none"> Support public awareness programs and strategies for pest and weeds 	4500	RLO	<ul style="list-style-type: none"> Strategy implemented 	Q2
Continue to promote Rural Services to the community	<ul style="list-style-type: none"> Publication of Rural Newsletter 	4510	RLO	<ul style="list-style-type: none"> 12 Monthly Rural Newsletters 	Q4
Continue with Council's wild dog management program	<ul style="list-style-type: none"> Delivery wild dog management program in line with policy & plan Continue to source funding for pest management activities 	4520	RLO	<ul style="list-style-type: none"> 2 aerial baiting campaigns 	Q4
Implement programs to reduce weed infestation in the Shire by mapping, working with landholders and other governments agencies	<ul style="list-style-type: none"> Participate in southern rural lands officer meetings Deliver weeds management program in line with biosecurity plan Continue mapping of weeds 	4530	RLO	<ul style="list-style-type: none"> 2 meetings per year 100% 	Q4
Service levels maintenance in line with In-active stock Routes	<ul style="list-style-type: none"> Monitor inactive stock routes and continue with pest management program Continue to maintain the Stock Route Network Management System Undertake Asset Audit of SRN 	4540	RLO	<ul style="list-style-type: none"> 100% program delivered 	Q4

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**Bulloo Shire Council
2017-18 Budget**

OPERATIONAL PLAN 2017-2018

Key Result Area:	Ecological Sustainability
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Support initiatives that encourages improved natural environment	<ul style="list-style-type: none"> Continue to coordinate the following: <ul style="list-style-type: none"> National Tree Planting Day National Drum Muster Clean Up Australia Day Tidy Towns 	4100	RLO/MIS/VICC	<ul style="list-style-type: none"> Funding provided in budget 	Q4
Animal related nuisance is minimised through proactive control measures	<ul style="list-style-type: none"> Deliver annual animal inspection program Review bylaws and fees for animal registrations Facilitate a microchipping program 	4310	RLO/Dalena	<ul style="list-style-type: none"> 100% Delivered 	Q3
The impact of periodic mosquito infestations are mitigated through appropriate vector control measures	<ul style="list-style-type: none"> Deliver mosquito spraying program as required 	4320	RLO	<ul style="list-style-type: none"> Spraying locations recorded 	Q3
Stocking rates on the common meet the requirements of Department	<ul style="list-style-type: none"> Manage Common as per the Local Law Undertake pasture assessment training Construct holding paddock on Town Common for mustering purposes 	4730	RLO	<ul style="list-style-type: none"> 2 musters per year Quarterly pasture assessments Fence constructed 	Q4

**Bulloo Shire Council
2017-18 Budget**

OPERATIONAL PLAN 2017-2018

Key Result Area:	Built Environment & Landscapes
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Partner with government bodies and conservation and heritage groups to preserve the cultural and built heritage of the Bulloo Shire	<ul style="list-style-type: none"> Develop a plan for the long term plan for the future of the Old Hospital 	5750	MCES	<ul style="list-style-type: none"> Develop options paper 	Q1
				<ul style="list-style-type: none"> Plan approved by Council Plan implemented 	Q2
	<ul style="list-style-type: none"> Manage trust account on behalf of the Royal Historical Society Queensland 	5750	MCS	<ul style="list-style-type: none"> Produce quarterly reports for the RHSQ 	Q4

**Bulloo Shire Council
2017-18 Budget**

OPERATIONAL PLAN 2017-2018

2. Growth and a strong Diverse Economy

Key Result Area:	Population Growth
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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"> Adopt a new Bulloo Shire Planning Scheme that supports growth and higher population density 		CEO	<ul style="list-style-type: none"> Plan developed Council approved 	Q2 Q2
	<ul style="list-style-type: none"> Develop and implement an Economic Development Strategy 		CEO	<ul style="list-style-type: none"> Strategy adopted 	Q4
	<ul style="list-style-type: none"> Review essential infrastructure to meet the needs of a larger population as part of an Economic Development Strategy 		MIS	<ul style="list-style-type: none"> Infrastructure review conducted 	Q3
	<ul style="list-style-type: none"> Finalise survey and gazettal of streets in industrial area 		MCS	<ul style="list-style-type: none"> Survey and road opening completed 	Q4

**Bulloo Shire Council
2017-18 Budget**

OPERATIONAL PLAN 2017-2018

3. A strong Diverse Economy

Key Result Area:	A Strong & Stable Economy
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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 Develop strategies to promote local events and business houses including utilisation of technology	<ul style="list-style-type: none"> Meet regularly with Shires in the SW to cross promote and explore opportunities Implement cross border agreements to support and promote local businesses and maximise tourism visitation Develop an App to promote local business t 	5750	VIC Coordinator/MCES	<ul style="list-style-type: none"> 2 meetings per year attended MOU Bourke Shire in place 1 App developed 	Q4
Participate in Council forums/bodies that support regional economic development	<ul style="list-style-type: none"> Continue to support SWRED & other bodies 	5750	BSC	<ul style="list-style-type: none"> 4 meetings attended SWRED membership paid 	Q4 Q2

Key Result Area:	Tourism & Economic Development
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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"> Implement the MOU between Council and QPWS Cooperate with State Government to develop and promote access to National Parks 	5750	CEO/MECS	<ul style="list-style-type: none"> Promotional material up to date and available at the VIC 	Q2
Partner with other local governments and industry bodies to develop a sustainable tourism industry	<ul style="list-style-type: none"> Develop survey / statistics to identify number of visitors aware of Natural Sciences Loop Review Membership of OQTA, Adventure Way. Endorse BSC to develop its own campaign to promote the region 	5750	MCES/VIC Coordinator	<ul style="list-style-type: none"> Survey results published Memberships subscribed Campaign developed 	Q3
Promote the visitor information centre as a key element driving economic development (promote	<ul style="list-style-type: none"> Develop Tourism Strategy for endorsement 	4820	VIC Coordinator	<ul style="list-style-type: none"> 1 Strategy endorsed 	Q4

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
tourism attraction, product and events within the Bulloo Shire)	<ul style="list-style-type: none"> • Vic to assist with the promotion of local events and business houses • Provide secretariat support of a Tourism Progress Association 	4820	VIC Coordinator	<ul style="list-style-type: none"> • No of events promoted • 4 meetings attended 	Q1, Q2,Q3,Q4
	<ul style="list-style-type: none"> • Continue to support and participate in the Adventure Way Tourism Initiative 	4820	VIC Coordinator	<ul style="list-style-type: none"> • 3 meetings attended 	Q1, Q2, ,Q4
	<ul style="list-style-type: none"> • Tourism promotion through attending regional events, ie Hungerford Field Day, Music in the Mulga. 	4820	VIC Coordinator	<ul style="list-style-type: none"> • 3 attended 	Q1, Q2, Q4
Continue development and completion of existing tourism assets to provide the base for tourism activities. Consolidate & Review Tourism Signage	<ul style="list-style-type: none"> • Maintain existing resource base for tourism • Undertake audit of tourism signage Improve the visitor experience at councils key tourism assets?	4830	VIC Coordinator	<ul style="list-style-type: none"> • 100% • Proposal for funding development 	Q2

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4. Community Spirit and Well-being

Key Result Area:	Strong Communities				
Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Foster the unique sense of community that defines Bulloo Shire for both residents and visitors Implement Strategic Communications Strategy to support a range of objectives	• Continue publication and distribution of Community newsletter	5000	CEO	• Number of newsletters published	Min 10
	• Continue to produce and host video content that promotes the community	5000	CEO/MCES	• Update existing videos and add to as required	Q2
	• Continue to support the 'Stay on Track Outback' campaign	5000	CEO/MCES	• Council to approve budget	Q1
The quality of life of residents is enhanced through community events. <ul style="list-style-type: none"> ○ Australia Day Awards ○ Anzac Day ○ Seniors Week ○ Qld Week ○ Guest speaker breakfasts ○ Hungerford Remembrance Day 	• Deliver celebratory events • Continue to liaise with organisations holding events within the shire	4430	VIC Coordinator	• 100% delivered	Q4
	• Informative and motivational breakfasts delivered	4430	VIC Coordinator	• 3 breakfasts held	Q2
	• Review policies that support community activities to ensure that they meet the needs of the community.	5000	MCES	• Number of policies reviewed?	Q1
Provide equitable access and avenues for all residents to participate and contribute to decisions made in their community	• Develop village plans for each remote community • Visit each community at least once per year	2000	CEO/MW	• Village plans for Hungerford, Noccundra and Camerons Corner • 3 trips a year	Q4
Develop and maintain preparedness and response capabilities to ensure the community is able to withstand a wide variety of disasters that may affect the region	• Review Disaster Management Plan annually	4500	MCS	• Updated plan endorsed by LDMG	Q2
	• Support and coordinate the LDMG	4500	CEO	• LDMG meet min twice a year	Q4

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Key Result Area:	Healthy Community				
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.	• Continue to liaise and brief government and other Health organisations in order to improve service delivery to Bulloo shire residents.	4100	MCES	• 2 briefings a year	Q2, Q4
	• Continue to support additional clinic	4100	MCES	• Budget expended	Q4
Promote healthy lifestyles that include keeping fit and active and involved in physical activities such as walking, cycling and organised sporting activities	• Deliver and actively market programs and activities that encourage healthy lifestyles	4100	SRC	• 6 programs initiated	Q1, Q2,Q3,Q4
Provide the community with linkages to Primary Health Care Services	• Deliver Schedule 1 of WQPCC Healthy Ageing Funding Agreement		MCES	100% delivered	Q4
Provide support & advocacy for community members accessing Aged Care in home services	<ul style="list-style-type: none"> • Liaise with government departments and advocate for the reduction in red tape • Liaise with Thargomindah Outpatients Centre in relation to community need and service delivery gaps 		MCES	• Quarterly liaison	Q1, Q2,Q3,Q4
Provide support & advocacy for the provision of Early Education and Care services in Thargomindah	• Facilitate the formation of the Thargomindah Early Education and Care Committee to investigate sustainable commence investigations into a sustainable, integrated service delivery model of early childhood education and care in Thargomindah.		MCES	• Facilitation of process	Q4
Community Environmental health is secured through ensuring compliance standards are maintained.	• Deliver annual EHO inspection program	4210	Dalena	• 100%	Q3

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Key Result Area:	Recreational Facilities				
Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Identify and develop health and recreation opportunities that encourage inter-town competitions	<ul style="list-style-type: none">Continue to support activities at the Golf Club	5500	MCES	<ul style="list-style-type: none">Number of competitions held; minimum 1	Q4
Maximise recreational services utilisation	<ul style="list-style-type: none">Liaise with local and regional sporting groups to identify & promote events & activities.Maintain annual licence for Magical Park for the sportsground	5500	MCES	<ul style="list-style-type: none">3 engagements1 licence fee	Q1, Q2,Q3,
Community hall facilities meet the needs of the community	<ul style="list-style-type: none">Hall hire encouraged through media advertisingSet schedule of fees as part of budgeting process	2310	Dalena	<ul style="list-style-type: none">100%	Q2
Provide well maintained facilities that meet committee needs	<ul style="list-style-type: none">Deliver existing cleaning servicesMaintenance schedule supported	2320	Dalena	<ul style="list-style-type: none">100%	Q1, Q2,Q3,Q4
The community has access to appropriate library services	<ul style="list-style-type: none">Delivery a library service as per state library agreement	4410	Librarian	<ul style="list-style-type: none">Reporting submitted on time	Q1, Q2,Q3,Q4
	<ul style="list-style-type: none">Continue subscription services	4410	Librarian	<ul style="list-style-type: none">100% renewals	Q4
	<ul style="list-style-type: none">Playgroup supported	4410	Librarian	<ul style="list-style-type: none">Resourced by venue & staff	Q4
	<ul style="list-style-type: none">Deliver School Holiday Programs	4410	Librarian	<ul style="list-style-type: none">Holiday programs run over each School Holidays	Q2,Q4
Activities are promoted for utilisation of the Riverwalk	<ul style="list-style-type: none">Walking Groups, activitiesGuided river walk	4710	VIC Coordinator	<ul style="list-style-type: none">Guided River walks in Visitor Season	Q4
Continue to deliver sport and rec program	<ul style="list-style-type: none">Summer & winter timetables implemented to provide maximum access for the community	4910	SRC	<ul style="list-style-type: none">100% delivered	Q4

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Deliver regular movie nights	<ul style="list-style-type: none"> Deliver movies in conjunction with Blue Light Association & local Qld Police 	5000	SRC/VICC	<ul style="list-style-type: none"> 1 per month 	Q1, Q2, Q3, Q4
Deliver annual pool season and supervisions as part of sport and rec summer program	<ul style="list-style-type: none"> Staff are adequately qualified to deliver programs Programs are delivered in line with community need Support the school with pool activities Swim & Survive Program delivered 	4920	SRC	<ul style="list-style-type: none"> 100% Project completed 	Q3
Development of management plan in consultation with local sporting clubs and community organisations to identify improvements and upgrades to recreational facilities	<ul style="list-style-type: none"> Develop management plan with Sports and Recreation team 	4950	SRC	<ul style="list-style-type: none"> 3 engagements 	Q1, Q2, Q3

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Key Result Area:	Social Services					
Initiative Description		Actions	Program No	Responsible Officer	Measure	Target
Provide financial support for 2 nd Teacher at Thargomindah State School		<ul style="list-style-type: none">School has appropriate staff resources to provide education services in line with community expectations	2000	BSC	<ul style="list-style-type: none">Budget expended	Q2, Q4
Provide financial support for distance education teacher and facility		<ul style="list-style-type: none">Distance Education Facility has appropriate resources to provide education services in line with community expectations	2000	BSC	<ul style="list-style-type: none">Budget expended	Q2, Q4
Government support for child care services appropriate for rural remote communities		<ul style="list-style-type: none">Continue to lobby government to identify allowable childcare servicesDevelop a remote childcare model to advance to government	2000	MCES	<ul style="list-style-type: none">Proposal developed	Q3
Community organisations and events are supported through the delivery of a community grants program		<ul style="list-style-type: none">Support and implement community grants program	4110	MCES	<ul style="list-style-type: none">Program completed 100% allocated	Q4
Primary and lower secondary education is supported through the Thargomindah school		<ul style="list-style-type: none">Continue to support secondary and primary education outcomes – homework club, teacher services, distance education, maintain high school services	4140	MCES	<ul style="list-style-type: none">100% expended	Q4

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Key Result Area:	Information & Technology				
Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Improved telecommunications coverage (mobile/internet)	<ul style="list-style-type: none"> Continue to lobby government and telecommunications carriers for improved service coverage 	2000	MCS	<ul style="list-style-type: none"> Advocacy put forward twice a year 	Q2, Q4
Equitable access to appropriate telecommunications technologies in accordance with community needs	<ul style="list-style-type: none"> Continue to investigate options for re-broadcasting of free to air television. Report to Council 	2000	MCS	<ul style="list-style-type: none"> Report submitted 	Q1
Provide community radio services to town areas.	<ul style="list-style-type: none"> Continue to support radio service infrastructure services 	2330	MCS	<ul style="list-style-type: none"> 100% 	Q4

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5. Infrastructure and Services

Key Result Area:	Essential Services				
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"> Testing is carried out in accordance with approved Drinking Water Quality Management Plan (DWQMP) Complete and lodge with relevant departments all necessary departments' associated collected data. 		MIS	<ul style="list-style-type: none"> DWQMP Amendments to DWQMP Plan Drinking Water Quality Management Plan (DWQMP) Review and Audit DWQMP Report for 2016-2017 SWIM data 	01/08/2017 01/10/2017 01/12/2017 01/11/2017
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"> Upgrade urban water supply: <ul style="list-style-type: none"> Connection of bore 2 into town reticulation; Upgrade Cooling pond manifolds to reduce water temperature; 	6100	MIS	<ul style="list-style-type: none"> Connection of second bore – Thargomindah; Renewal and upgrade of cooling pond manifolds - Thargomindah 	Q3
	<ul style="list-style-type: none"> Upgrade Hungerford water supply to ensure adequate pressure and supply by: <ul style="list-style-type: none"> Carry out investigation and design of layout and sizing of required reticulation mains necessary for town supply; Installation of dual booster pump set to ensure adequate supply pressure throughout town; 	6100	MIS	<ul style="list-style-type: none"> Review of existing reticulation and installation of new reticulation – Hungerford Installation of town booster pump set - Hungerford 	Q2
Implement water conservation measures including community, industry and business education campaigns to minimise demand	<ul style="list-style-type: none"> 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"> Analysis of existing data to ascertain current property consumption. 		MIS	<ul style="list-style-type: none"> Areas of reference for water supply consumption and data collection <ul style="list-style-type: none"> Residential Commercial Industrial 	Q3

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	<ul style="list-style-type: none"> Installation of smart meters through Thargomindah with continual collection of data throughout 2017 and 2018 			<ul style="list-style-type: none"> Parks and Gardens Reserves 	Q2
Maintain and upgrade the current infrastructure associated with the wastewater collection, pumping, treatment and disposal.	<ul style="list-style-type: none"> Review existing policies and procedure and existing 		MIS	<ul style="list-style-type: none"> Monthly inspections 	Q4
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"> Documentation and design of sewerage mains, pumping and treatment process for future residential and industrial development 		MIS	<ul style="list-style-type: none"> Design developed 	Q2

Key Result Area:	Transport
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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"> Deliver Councils annual maintenance program Delivery Councils annual civil works program Deliver R2R program Update the ten year road strategy 	5300 5300 3100	OM	<ul style="list-style-type: none"> Programs delivered 100% 	Q1
Deliver Councils recoverable works program (TMR, TIDS, RMPC, WRUP)	<ul style="list-style-type: none"> Deliver the program to TMR requirements 	5200 and 5210	OM	<ul style="list-style-type: none"> 100% delivery 95% conformance 	Q4
Support Councils Flood damage program	<ul style="list-style-type: none"> Deliver approved activated flood program as per NDRRA contract 	5230	OM & GHD	<ul style="list-style-type: none"> 100% delivery 	Q4
Private works are compliant and meet user requirements	<ul style="list-style-type: none"> Deliver private works as per schedule 	5220	OM	<ul style="list-style-type: none"> 100% delivery 	Q4

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
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"> Continue to support SWRRTG 	3100	OM	<ul style="list-style-type: none"> Number of meeting attended 	> 80%
Provide and maintain aerodrome facilities that accommodate community, business and industry needs	<ul style="list-style-type: none"> Increase fuel storage capacity 		MIS & AO	<ul style="list-style-type: none"> Storage facilities with established required inspections being carried out on the facility. 	Q2
Ensure compliance with CASA requirements	<ul style="list-style-type: none"> Carry out the inspections of runway prior to arrival and departure of all commercial and RFDS flights. 		MIS & AO	<ul style="list-style-type: none"> Drive airport runway inspecting for defects and wildlife Annual technical inspection 	>900 Q3

Key Result Area:	Works Depot				
Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Work depot is functional, compliant with WHS standard and meets the needs of users	<ul style="list-style-type: none"> Maintain annual WHS work program Review software systems that support the depot 	6100	DM	<ul style="list-style-type: none"> Monthly Action plans 	Q1, Q2, Q3, Q4
	<ul style="list-style-type: none"> Review the potential for automated work flows and redesign 	6100	DM	<ul style="list-style-type: none"> Mapping completed 	Q4

Key Result Area:	Fleet Services				
Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Ensure Plan operations are compliant and efficient and plant activity meets productivity targets	<ul style="list-style-type: none"> Deliver plant schedule Renew plan as per capital works schedule Monitor productivity monthly 	2000	OM	<ul style="list-style-type: none"> 100% delivery Productivity rates remain within rmpc and ndrra determined levels 	Q1, Q2, Q3, Q4

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Key Result Area:	Waste Management				
Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Provide waste management facilities that meet EPA standards	<ul style="list-style-type: none"> Maintain Waste transfer and landfill to EPA standard 		MIS	<ul style="list-style-type: none"> 90% Compliance with EPA standards 	Q4
Review current waste collection and street sweeping program and procedures to ensure operational efficiency of existing program and the future needs of the community.	<ul style="list-style-type: none"> Areas of review to include but not limited to the following: <ul style="list-style-type: none"> green waste recycling; white goods, scrap metal recycling; hours of operation; land fill site security; commercial & industrial waste dumping; disposal of user tyres. 		MIS	<ul style="list-style-type: none"> Cost associated with disposal of commercial and industrial waste including the cost to council for the removal from site of the following: <ul style="list-style-type: none"> glass whitegoods tyres car bodies and scrap steel 	Q3
Review waste management program and facilities to ensure that they meet EPA standards and needs of the community.	<ul style="list-style-type: none"> Maintenance and operation and transfer of waste from Council's waste transfer station to landfill ensuring compliance with EPA license requirements. 		MIS	<ul style="list-style-type: none"> Carry out monthly inspection of landfill and recycling area within the landfill area 	Q1,Q2,Q3Q4
Participate in the South West Regional Waste Management Strategy	<ul style="list-style-type: none"> Implement regional Waste Management strategy 	4300	MIS	<ul style="list-style-type: none"> 90 % of measures implemented 	Q4
Upgrade sewerage system to maximise operational efficiency and meet future development needs.	<ul style="list-style-type: none"> Complete upgrade of sewerage mains 	6200	MIS	<ul style="list-style-type: none"> Project Complete 	Q2
Effective management of waste licencing	<ul style="list-style-type: none"> Ensure licensing requirements are met including reporting and inspection schedule 	4330	Dalena	<ul style="list-style-type: none"> 2 Reports Complete 	Q4

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Key Result Area:	Community Infrastructure				
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"> Review condition assessments and finalise review of Asset Management Plans to ensure maintenance and renewal allocations are adequate 		MI	<ul style="list-style-type: none"> Plans developed and adopted by Council 	Q4
Council maintains housing stock to meet its key staff housing needs	<ul style="list-style-type: none"> Continue to manage Council Housing tenancy 	4120	Dalena	<ul style="list-style-type: none"> 100% 	Q4
Council supports a Community housing scheme to allow residents to have access to affordable housing	<ul style="list-style-type: none"> Continue to support affordable housing 	4130	Dalena	<ul style="list-style-type: none"> 100% expended 	Q4
Ensure cemetery reserve is maintained with all works being carried out with respect and dignity, meeting the communities expectations	<ul style="list-style-type: none"> Carry out all necessary maintenance and repairs in a timely and cost effective manner. 		MIS & SIS	<ul style="list-style-type: none"> Number of service requests completed 	Q4
Maintain and upgrade the current infrastructure associated with the Parks, Gardens and associated Reserve's to the needs of the community to a safe environment.	<ul style="list-style-type: none"> Ensure maintenance and repairs of public are carried out on a regular and timely basis and include: <ul style="list-style-type: none"> Lawns Mowed; Gardens Maintained; Playground equipment inspected; 		MIS & SIS	<ul style="list-style-type: none"> 	Q1,Q2,Q3Q4
Town Streets, footpath and nature strip including streetscape	<ul style="list-style-type: none"> Footpaths and nature strips regularly maintained and keep clean and tidy; Monthly visual inspection of town streets, footpaths and nature strips within the towns of Thargomindah and Hungerford 		MIS	<ul style="list-style-type: none"> 12 inspections completed 	Q1,Q2,Q3Q4
Annual inspection of playground equipment within the Shire, to ensure compliance with WH&S.	<ul style="list-style-type: none"> Carry out an annual inspection on playground equipment to ensure compliance and will include: <ul style="list-style-type: none"> Condition rating Defect Soft fall compliance. 		MIS & SIS	<ul style="list-style-type: none"> Onsite inspection of all playground equipment including photographs. Upgrade of asset management files 	Q3

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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
	<ul style="list-style-type: none"> ○ Shade structures 				
Ensure all necessary maintenance and repairs are carried out in a timely manner to playground equipment ensuring all work is performed is cost effective.	<ul style="list-style-type: none"> • Visual inspection carried out on equipment during normal park maintenance with inspections noted and all defects noted along with maintenance requirements 		MIS & SIS	<ul style="list-style-type: none"> • Weekly inspections completed 	Q4

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6. Excellence in Customer Service

Key Result Area:	Product & Service Delivery
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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 An online environment which facilitates the creation, sharing and exchange of information and ideas in virtual communities and networks.	<ul style="list-style-type: none"> Provide direct debit service for payment rates and general debt Maintain an active Social media (Facebook) in accordance with Councils <i>Website and Social Media Policy (1.07.1)</i> for delivery of information. Website is maintained and up to date 	2000	MCS	<ul style="list-style-type: none"> Service set up Weekly social media updates Monthly updates 	Q4
Develop a service culture that builds customer confidence	<ul style="list-style-type: none"> Maintain customer service charter and standards 	2000	MCS	<ul style="list-style-type: none"> No of complaints 	Q4
	<ul style="list-style-type: none"> All new administrative staff have customer service induction Annual customer service update for all administration staff 	2000	MCS	<ul style="list-style-type: none"> Number of staff trained annually 	100% 70%
	<ul style="list-style-type: none"> Ensure customer service policy (including complaints) is in place 	2000	MCS	<ul style="list-style-type: none"> Annual review of policy conducted 	Q4
	<ul style="list-style-type: none"> Review administrative action complaints policy annually 	2000	MCS	<ul style="list-style-type: none"> Annual review of policy conducted 	Q4
	<ul style="list-style-type: none"> Develop flowcharts and procedures for different of complaints and their treatment 			<ul style="list-style-type: none"> Flow charts and procedures developed and on the website 	Q4

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7. Strong Business Practices

Key Result Area:	Business Systems				
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"> Maintain hardware and IT networks to meet business needs Develop ICT strategy to support internet connection & associated hardware 	2000	MCS	<ul style="list-style-type: none"> IT contract in place for help desk and systems maintenance Draft strategy endorsed by council 	Q1 Q4
Implement <i>Strategic Recordkeeping Implementation Plan January 2017</i>	<ul style="list-style-type: none"> Deliver in house hands on practical training for MAGIQ:- <ul style="list-style-type: none"> Basic Training to all administrative staff Advanced Training for all nominated staff Basic training to be included in induction 	2000	Records Officer	<ul style="list-style-type: none"> Training delivered to 100% of nominated staff members 	Ongoing
	<ul style="list-style-type: none"> Investigate options for Virtual Server for remote backup of MAGIQ Purchase a cloud system for magiQ backup 	2000	MCS/Records Officer	<ul style="list-style-type: none"> System procured 	Q2
	<ul style="list-style-type: none"> Upgrade the home portal/dashboard of MAGIQ 	2000	MCS/Records Officer	<ul style="list-style-type: none"> Home Portal/dashboard upgraded 	Q3
	<ul style="list-style-type: none"> Archiving Process to be carried out <ul style="list-style-type: none"> Archive Register to be reinvigorated to enable ease of use Engage Archivist to assist in backlog and support Records officer 	2000	MCS Records Officer	<ul style="list-style-type: none"> Stage 1 Archiving Completed 	Q4
	<ul style="list-style-type: none"> Archive storage facility in Administration building to be made fireproof 	2000	MIS	<ul style="list-style-type: none"> Proposal approved for funding approval in 2018/19 	Q3
	<ul style="list-style-type: none"> Develop a proposal for the relocation of records from Old Administration Building 	2000	MIS / MCS	<ul style="list-style-type: none"> Proposal approved for funding approval in 2018/19 	Q3

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	<ul style="list-style-type: none"> Develop a Digitisation Policy 	2000	MCS/Records Officer	<ul style="list-style-type: none"> Policy Adopted 	Q2
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Key Result Area:	Procurement
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Develop a framework for encouragement of innovation, creativity and continuous improvement	<ul style="list-style-type: none"> 		All managers	<ul style="list-style-type: none"> 	100%

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8. Our Workforce

Key Result Area:	HR Systems & Practices				
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"> Continue to monitor existing policies to comply with employment legislation 	2000	HR	<ul style="list-style-type: none"> All HR policies comply with current workplace legislation 	100%
Develop processes and practices to support effective delivery of HR Services	<ul style="list-style-type: none"> Maintain current workforce plan 	2000	HR	<ul style="list-style-type: none"> Plan adopted 	Q4
	<ul style="list-style-type: none"> Develop responsive HR Strategy 	2000	HR	<ul style="list-style-type: none"> 1 strategy adopted 	Q4
	<ul style="list-style-type: none"> Oversee WHS delivery 	2000	HR	<ul style="list-style-type: none"> WHS safe plan in place and at 70% 	Q4
	<ul style="list-style-type: none"> Maintain Human Resources Team to <ul style="list-style-type: none"> act as sounding board be a source of knowledge survey, monitor and measure staff satisfaction 	2000	HR	<ul style="list-style-type: none"> Develop suite of engagement techniques and tools to 'stay in touch' Annual survey completed 	Q4
	<ul style="list-style-type: none"> Identify and adopt technology that supports efficiencies in operations 		HR	<ul style="list-style-type: none"> Annual proposal submitted 	Q4
Engage in EB process to achieve outcomes that benefit both workforce and Council	<ul style="list-style-type: none"> Enter into new Enterprise Bargaining Agreements and compliance to same 	2000	CEO/HR	<ul style="list-style-type: none"> EB adopted/Award in place Compliance to Document 	Q4
Develop a framework for encouragement of innovation, creativity and continuous improvement	<ul style="list-style-type: none"> Maintain a performance appraisal and development system that encourages staff participation and performance. 		All managers	<ul style="list-style-type: none"> Performance reviews complete 	Q2

**Bulloo Shire Council
2017-18 Budget**

OPERATIONAL PLAN 2017-2018

Key Result Area:	Training & Development
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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"> Develop corporate training matrix to capture training and development as part of annual appraisal system 	2000	HR	<ul style="list-style-type: none"> Corporate training matrix developed 	Q3
	<ul style="list-style-type: none"> Identify new opportunities and funding sources that can expand Councils employee investment resources 	2000	HR	<ul style="list-style-type: none"> Number of partnerships/subsidies 	Q4
Access to quality professional development initiatives for Council staff at all levels	<ul style="list-style-type: none"> Monitor skills matrix to meet needs of workforce and Council initiatives Record training statistics and review against annual workplan requirements and staff satisfaction survey 	2000	HR	<ul style="list-style-type: none"> Annual report presented 	Q2, Q4
Roles, accountabilities and decision-making processes are to be clear to enhance organisational efficiency	<ul style="list-style-type: none"> Maintain current Position Descriptions aligned to Council's organisational structure 	2000	CEO/HR	<ul style="list-style-type: none"> All PDs accurately reflect employee roles and responsibilities 	Q2

Key Result Area:	Leadership & Management
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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"> Continue to support effective leadership and management practices through ongoing professional development opportunities; facilitating, training and coaching. 	2000	CEO	<ul style="list-style-type: none"> Leaders monthly workshops conducted 	10
Drive and promote Councils Recognition Strategy	<ul style="list-style-type: none"> Implement a corporate recognition strategy 	2000	HR	<ul style="list-style-type: none"> Budget expended 	Q4

**Bulloo Shire Council
2017-18 Budget**

OPERATIONAL PLAN 2017-2018

Key Result Area:	Workplace Health & Safety
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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"> Support Workplace Health & Safety Committee meetings 	2000	WHSO	<ul style="list-style-type: none"> >8 meetings held 	Q4
	<ul style="list-style-type: none"> Senior staff actively participate in the development and implementation of annual workplace safety plan 	2000	WHSO	<ul style="list-style-type: none"> 95% of all MAPS complete each quarter 	Q1,Q2,Q3,Q4
	<ul style="list-style-type: none"> BSC safety System maintained at 70% compliance 	2000	WHSO	<ul style="list-style-type: none"> BSC system working well and reaching minimum standard of 70% 	Q4

**Bulloo Shire Council
2017-18 Budget**

OPERATIONAL PLAN 2017-2018

9. Asset Management

Key Result Area:	Efficient Asset Management				
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"> Finalise all condition reporting as part of asset management plans 	2000	ACC	<ul style="list-style-type: none"> Complete plans 	Q3
Implement an integrated asset management system into Council's operational processes	<ul style="list-style-type: none"> Investigate viability of developing integrated work process 		CEO	<ul style="list-style-type: none"> Complete 	Q3
	<ul style="list-style-type: none"> Review valuations for buildings 		CEO	<ul style="list-style-type: none"> Engage consultant 	Q2
				<ul style="list-style-type: none"> Project complete 	Q4

**Bulloo Shire Council
2017-18 Budget**

OPERATIONAL PLAN 2017-2018

10. Governance and Financial Management

Key Result Area:	Corporate Governance				
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"> Review Corporate Plan annually as part of budget process 	2000	CEO/MCS	<ul style="list-style-type: none"> Review completed 	Q3
Strengthen corporate governance framework	<ul style="list-style-type: none"> Continued review and development of Council's Risk Management Plan and Framework including risk register 	2000	CEO/MCS	<ul style="list-style-type: none"> Risk Management process implemented Risk Register complete Risk Appetite Statement endorsed 	Q1 Q1 Q2
	<ul style="list-style-type: none"> Develop Business Continuity Plan 	2000	CEO/MCS	<ul style="list-style-type: none"> BCP adopted 	Q2
	<ul style="list-style-type: none"> Ensure all LGAQ governance checklists are met 		MCS	<ul style="list-style-type: none"> Checklists completed annually in line with all relevant legislation 	Q1 ongoing
Develop and implement a fraud and corruption framework	<ul style="list-style-type: none"> Fraud Management Policy to be reviewed annually 		MCS	<ul style="list-style-type: none"> Review complete & adopted 	Q1/Q4
	<ul style="list-style-type: none"> Review and implement Fraud & Corruption Control Plan 		MCS	<ul style="list-style-type: none"> Review complete & adopted Guidance on how to make a complaint or report suspicions of fraud published on website 	Q1
	<ul style="list-style-type: none"> Implement Fraud Risk Assessment Procedure 		MCS	<ul style="list-style-type: none"> Policy, Control Plan, Fraud Risk Assessment Procedure available in InfoXpert 	Q1
	<ul style="list-style-type: none"> Develop & Maintain Fraud & Corruption / Losses Register 		MCS	<ul style="list-style-type: none"> Register maintained and updated 	Ongoing

**Bulloo Shire Council
2017-18 Budget**

OPERATIONAL PLAN 2017-2018

Key Result Area:	Strategic Planning
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Initiative Description	Actions	Program No	Responsible Officer	Measure	Target
Council's measurement and reporting framework to achieve the corporate goals and objectives	• Quarterly Operational plans reported to Council	2000	CEO EMT	• KPI reporting	Qtrly
	• Undertake regular reviews to monitor departmental budgets		EMT	• Reviews complete	Monthly
	• Maintain Council's corporate website with all legislative requirements	2000	CEO/MCS	• Website current and functional and 100%compliant	Q1,Q2,Q3,Q4

Key Result Area:	Financial Management
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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	3100	MFS	• Annual budget delivered	Q3
Undertake financial planning and modelling to ensure long-term financial sustainability	• Develop alternative differential rating strategies.	3100	MFS	• Strategy developed and adopted by Council	Q3
	• Conduct a valuation of all assets during the year for roads, water and sewerage.	3400	MFS	•	
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 as part of monthly decision making and budget development process	3400	MFS	• Plan reviewed by Council	Q3
Council maximises external opportunities for external grants which are in line with corporate aims	• Develop revenue officer in grant writing • Develop unfunded project and spade ready program schedule • Actively submit to relevant grant rounds	3200	MFS	• Number of grants submitted	Q2,Q4

**Bulloo Shire Council
2017-18 Budget**

OPERATIONAL PLAN 2017-2018

Council maintains borrowing levels in line with its debt policy and maximises its own interest revenue	<ul style="list-style-type: none"> Review debt policy annually Review councils position on debt management quarterly Comply with QTC financial tool requirements Conduct financial sustainability review in November 	3300	MFS	<ul style="list-style-type: none"> Debt Policy reviewed Monthly update on QTC loans and investments 1 Fin Review report delivered 	Q4
Manage an efficient and compliant procurement function supporting organisational performance	<ul style="list-style-type: none"> Review procurement policy annually Continue to support local pre qualified program Review large scale purchase and tenders for compliance Conduct related parties test Conduct random audits and market research 	3500	MFS	<ul style="list-style-type: none"> Procurement policy reviewed Prequalified program delivered and reported Related party compliance met 6 random audits conducted 	Q4

Debt Policy

Policy No: 2.09.2

Debt Policy

CONTROL:

Policy Type:	Financial
Authorised by:	Council
Head of Power:	Section 192 of the Local Government Regulation 2012
Responsible Officer:	Finance Manager
Responsibilities:	Nil
Adopted / Approved:	18 July 2017; Resolution 2017/208
Last Reviewed:	06 June 2017
Review:	June 2018 Note: This Policy is reviewed annually and should be included with Council's current Budget documentation.

1. INTRODUCTION

1.1 PURPOSE:

The purpose of this Policy to provide guidelines for those who work for Bulloo Shire Council ("Council") in respect to its approved strategies for borrowings for the Financial Year 2015-16.

1.2 POLICY OBJECTIVES:

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

1.3 COMMENCEMENT OF POLICY:

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

1.4 SCOPE:

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

2. POLICY

2.1 CONTEXT:

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

2.2 POLICY STATEMENT:

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

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

3. STANDARDS AND PROCEDURES

3.1 KEY PRINCIPLES

3.1.1 Council's approved strategies are detailed below:

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

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

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

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

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

3.2 CONSIDERATIONS

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

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

Bulloo Shire Council 2017-18 Budget

Debt Policy

External Borrowings

Loan	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Housing	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Admin Building	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

Internal Borrowings

Loan	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Plant	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

3.2.2 Loan Position

The following table sets out the status of Council's loan liability over the coming 2017-18 financial year.

Loan	Original Loan Amount \$'000	Liability as at 30 June 2017 \$'000	New Loan 2017-18 \$'000	Repayment Principal 2017-18 \$'000	Liability as at 30 June 2018 \$'000
External Loans		3,895	0	632	3,263
Total		3,895	0	632	3,263

Existing borrowings will be repaid by 2024.

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

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

4. REFERENCE AND SUPPORTING INFORMATION

4.1 DEFINITIONS:

To assist in interpretation, the following definitions shall apply:

Word / Term	Definition
Council	means Bulloo Shire Council.

4.2 RELATED POLICIES, LEGISLATION AND DOCUMENTS:

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

Investment Policy

Policy No: 2.10.2

Investment Policy

CONTROL:

Policy Type:	Financial
Authorised by:	Council
Head of Power:	<ul style="list-style-type: none">• <i>Local Government Act 2009;</i>• <i>Local Government Regulation 2012; and</i>• <i>Statutory Bodies Financial Arrangements Act 1982.</i>
Responsible Officer:	Finance Manager
Responsibilities:	Statutory compliance
Adopted / Approved:	18 July 2017; Resolution 2017/207
Last Reviewed:	13 June 2016
Review:	July 2017 Note: This Policy is reviewed annually and should be included with Council's current Budget documentation.

1. INTRODUCTION

1.1 PURPOSE:

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

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

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

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

1.2 POLICY OBJECTIVES:

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

1.3 COMMENCEMENT OF POLICY:

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

1.4 SCOPE:

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

2. POLICY

2.1 CONTEXT:

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

2.2 POLICY STATEMENT:

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

3. STANDARDS AND PROCEDURES

3.1 KEY PRINCIPLES

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

3.2 SPECIFIC AND STANDARD

3.2.1 Placement of Investment Funds

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

3.2.2 Quotation on Investment

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

3.2.3 Term to Maturity

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

3.2.4 Internal Controls

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

3.2.5 Record Keeping

3.2.5.1 Section 48 of the SBFA states that:

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

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

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

3.2.6 Legislative Requirements

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

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

4. REFERENCE AND SUPPORTING INFORMATION

4.1 DEFINITIONS:

To assist in interpretation, the following definitions shall apply:

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

4.2 RELATED POLICIES, LEGISLATION AND DOCUMENTS:

Links to supporting documentation
Local Government Regulation 2012 – Section 191

Revenue Policy

Policy No: 2.11.2

Revenue Policy

CONTROL:

Policy Type:	Financial
Authorised by:	Council
Head of Power:	<ul style="list-style-type: none">• <i>Local Government Act 2009</i>; and• <i>Local Government Regulation 2012</i>
Responsible Officer:	Finance Manager
Adopted / Approved:	20 June 2017; Resolution 2017/191
Last Reviewed:	June 2017
Review:	June 2018 Note: This Policy may be included with Budget documents and as such, must be reviewed annually, together with the Budget, however may be amended at any time.

1. INTRODUCTION

1.1 PURPOSE:

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

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

1.2 POLICY OBJECTIVES:

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

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

1.3 COMMENCEMENT OF POLICY:

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

1.4 SCOPE:

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

2. POLICY

2.1 CONTEXT:

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

2.2 POLICY STATEMENT:

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

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

3. STANDARDS AND PROCEDURES

3.1 KEY PRINCIPLES

3.1.1 Planning Framework

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

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

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

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

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

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

3.2 SPECIFIC AND STANDARD

3.2.1 Making of Rates and Charges

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

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

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

3.2.2 Levying of Rates

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

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

**Bulloo Shire Council
2017-18 Budget**

Revenue Policy

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

3.2.5 Council Reserves

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

3.2.6 Developer Contributions

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

4. REFERENCE AND SUPPORTING INFORMATION

4.1 DEFINITIONS:

To assist in interpretation, the following definitions shall apply:

Word / Term	Definition
Council	means Bulloo Shire Council.

4.2 RELATED POLICIES, LEGISLATION AND DOCUMENTS:

Links to supporting documentation
Local Government Regulation 2012 – Section 193

Revenue Statement

Purpose

The Purpose of this Revenue Statement is to set out the revenue measures adopted by Council to frame its 2017-18 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 2017-18

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 (21) 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.

Bulloo Shire Council
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Minimum General Rate [section 77]

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

Category	Criteria	2017-18 Rate in \$	2017-18 Minimum
Vacant and Residential Land			
1	All land within the Township of Thargomindah (i.e. inside the Town Common fence) that has a primary land use code designated as vacant land, horses /animal special or a reservoir.	7.10267	\$327.86
2	All land within the Township of Hungerford that has a primary land use code designated as vacant land, horses /animal special or a reservoir.	6.9298	\$284.08
3	All land within the Township of Noccundra that has a primary land use code designated as vacant land, horses /animal special or a reservoir.	307.3732	\$284.08
4	All other land not identified in another category that has a primary land use code designated as vacant land, horses /animal special or a reservoir.	10.6859	\$327.86
5	All land within the Township of Thargomindah (i.e. inside the Town Common fence) that has a primary land use code designated as a single unit dwelling, multi-unit dwelling, large home site or Outbuildings.	8.7418	\$327.86
6	All land within the Township of Hungerford that has a primary land use code designated as a single unit dwelling, multi-unit dwelling, large home site or Outbuildings.	6.9294	\$275.84
Commercial and Industrial land			
7	All land within the Township of Thargomindah (i.e. inside the Town Common fence) that has a primary land use code designated as commercial, special use commercial or general.	8.7418	\$393.36
8	All land within the Township of Hungerford that has a primary land use code designated as commercial, special use commercial or general.	8.8329	\$339.50
9	All land within the Township of Noccundra that has a primary land use code designated as commercial, special use commercial or general.	296.9737	\$329.60
10	All other land not identified in another category that has a primary land use code designated as commercial, special use commercial or general.	34.8758	\$339.50
11	All land within the Township of Thargomindah (i.e. inside the Town Common fence), not identified in another category, that has a primary land use code designated as transport and storage or industrial.	9.7253	\$393.36

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Rural Lands			
12	All land greater than 100 Ha but less than 1,000 Ha that has a primary land use code designated as grazing or agricultural.	1.3833	\$284.08
13	All land greater than 1,000 Ha that has a primary land use code designated as grazing or agricultural.	2.5132	\$350.20
Intensive Industry and Other Lands			
14	All land recorded in Council's land record as being used for the production (extraction) of Oil and / or Gas / Petroleum and / or the treatment thereof, currently identified as the Jackson and Naccowlah Oil and Gas Facility.	98.90	\$568.66
15	All land recorded in Council's land record as being used for the production (extraction) of Gas Petroleum and/or Oil identified as the South West Queensland Gas Centre.	10,658.66	\$568.66
16	All other land used for the production of oil and/or gas not included in Category 14 or 15 generally known as other petroleum leases in the Shire.	17.3745	\$568.66
17	All other land with a primary land use designated 'extractive' generally used for the extracting of precious metals and/or gemstones.	62.8265	\$284.08
18	All other land in the shire.	67.2026	\$350.20
19	All land predominately used for providing intensive accommodation capable of accommodating 50 or more but less than 100 persons (other than travelling public) in rooms, suites or caravan sites specifically built or provided for this purpose.	2.2477	\$10,300.00
20	All land predominately used for providing intensive accommodation capable of accommodating 100 or more but less than 200 persons (other than travelling public) in rooms, suites or caravan sites specifically built or provided for this purpose.	2.2477	\$20,600.00
21	All land predominately used for providing intensive accommodation capable of accommodating 200 or more persons (other than travelling public) in rooms, suites or caravan sites specifically built or provided for this purpose.	2.2491	\$41,200.00

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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	2017/18 Charge
Each residence – Treated or Bore and Untreated Water	Water – Access Charge	\$398.72

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	2017/18 Charge
Water – Access Charge	Charge applied to each parcel of land in the water area that has the potential to be connected to the water scheme, but is not connected.	\$ 282.80
Water – Connected Charge	Charge applied to a vacant land, single unit dwelling and each unit of a multi-unit dwelling that is connected to the water scheme.	\$ 441.14
Water – Commercial Unit Charge	Charge applied to each unit identified in the Commercial Water Unit Table	\$ 73.52

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	2017/18 Charge
Sewerage – Access Charge	Charge applied to each parcel of land in the sewer area that has the potential to be connected to the sewer scheme, whether connected or not.	\$ 214.90
Sewerage – Connected Charge	Charge applied to a single unit dwelling, each unit of a multi-unit dwelling, each room in workers accommodation and the 1 st pedestal at all other connected allotments.	\$ 429.78
Sewerage – Additional Pedestal	After the Sewerage – Connected Charge, the Charge applied to each additional non-residential pedestal (including urinal cistern) that is connected to the sewer scheme.	\$ 214.90

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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	2017/18 Charge
Garbage – Domestic Environmental Charge	Charge applied to each domestic assessment within Thargomindah to contribute towards costs of providing the recycling and waste transfer facilities.	\$ 21.84
Garbage – Commercial Environmental Charge	Charge applied to each commercial assessment within Thargomindah to contribute towards costs of providing the recycling and waste transfer facilities.	\$ 43.68
Garbage – Domestic Collection	Charge for one refuse bin of up to 240L to be collected and disposed of once per week from each domestic premises. Each additional bin will be each charged another Garbage – Domestic Collection.	\$ 158.36
Garbage – Commercial Collection	Charge for one refuse bin of up to 240L to be collected and disposed of twice per week from each commercial premises. Each additional bin will be each charged another Garbage – Commercial Collection.	\$ 316.68

All properties within the garbage service area are charged a ***Garbage Collection Charge*** as defined above. Because the garbage collection can service a much larger number of properties than the number in the town, the council considers that the charge for garbage collection should cover 50% of the operating costs excluding capital costs. The council intends to reduce the impact of this charge by phasing the new charges in over the next three year period.

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

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

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Average Residential Assessment Rate Increase

The below table displays a comparison of the 2016/17 rates and charges for an average residential assessment in Thargomindah.

Description	2016/17 Charge	2017/18 Charge
Average General Rates	\$ 381.92	\$ 393.38
Water – Connected Charge	\$ 428.27	\$ 441.14
Sewerage – Connected Charge	\$ 417.25	\$ 429.78
Garbage – Domestic Environmental Charge	\$ 21.22	\$ 21.84
Garbage – Domestic Collection	\$ 307.46	\$ 316.68
Total	\$ 1,556.12	\$ 1,602.82

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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 2017 – 31 December 2017
- 1 January 2018 – 30 June 2018

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 2017-18 financial year is 11% compounding daily.

Discount for Prompt Payment of Rates

To encourage the prompt payment of rates and charges, a discount will be allowed on General Rates: -

- (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 2017-18 financial year is 3% on General Rates.

Rebates and Concessions

Pensioner Remissions

Council grants pensioner remissions according to following principles: -

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

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Limitations on Increases in rates and charges (Sec 116)

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

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

State Fire Levy

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

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

General and Regulatory Fees

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

Funding of Physical and Social Infrastructure by Developers

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

Funding of Depreciation

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