

# Kowanyama Aboriginal Shire Council - Operational Plan 2019-2020

1) Strengthening Council's financial and governance operations by proving clear financial goals and responsibilities

2) Encouraging the growth of the local economy

3) Collaborating with stakeholders to improve the social and emotional health and well-being of community members and Council employees.

5 Year Corporate Plan Area	Ref	Area	Focus	Objective	Key Performance Indicator (KPI)
7 Governance and Performance	1	Office of the CEO	<b>Budget</b>	Ensure the Office of the CEO department operates in line within the allocated budget.	Each quarter actual expenditure and revenue to match budgeted.
7 Governance and Performance	2	Office of the CEO	<b>Performance - CEO</b>	CEO Key Performance Indicators	Achievement of CEOs Key Performance Indicators within specified timeframes
7 Governance and Performance	3	Office of the CEO	<b>Performance - Employees</b>	High-quality communication and performance of staff	<ul style="list-style-type: none"> <li>• Executive Team meetings, with Agendas, Minutes and Action Items, are held each month</li> <li>• Summary of Executive Team Meeting discussions and key monthly activity provided to all staff and Council in monthly email and notice board updates</li> </ul>
1 Economic Development	4	Office of the CEO	<b>Local Economy</b>	Create a productive environment to encourage the growth of the local economy	<p>Work with community groups, and Local, State and Federal government departments to provide an environment to grow local business and attract private investment, including:</p> <ul style="list-style-type: none"> <li>• A healthy and trained workforce</li> <li>• High-speed telecommunications</li> <li>• A safe working environment</li> <li>• Beautification of community spaces</li> <li>• High-quality roads</li> <li>• Frequent, high-quality cost effective air services</li> <li>• Not to compete with local service providers when business opportunities arise</li> </ul>
6 Governance and Performance	5	Office of the CEO	<b>Customer Service</b>	Provide user-friendly, respectful and proactive customer service delivery	<ul style="list-style-type: none"> <li>• Generate and implement complaints management process</li> <li>• Customers are acknowledged within 2 minutes from arriving at reception</li> <li>• Telephones are picked up within 7 rings</li> <li>• Out of Office messages, containing accurate contact information, are used</li> <li>• Telephone answer machine messages are up to date</li> <li>• Telephone message banks are accessible</li> <li>• All external emails are acknowledged within 48 hours</li> </ul>
2 Environment	6	Office of the CEO	<b>Carbon Footprint</b>	Protecting the land for future generations	<ul style="list-style-type: none"> <li>• Reduce the carbon footprint of Council - including reduction of carbon omissions, waste, plastic, plus the utilisation of local products and services</li> <li>• Utilisation of renewal energies - such as solar panels</li> </ul>
1 Economic Development	7	Office of the CEO	<b>Enterprise accommodation</b>	Manage enterprise buildings to provide clean, safe and comfortable accommodation for stakeholders and visitors	<ul style="list-style-type: none"> <li>• Increase the supply of available, high-quality accommodation</li> <li>• Receive, allocate and program repairs</li> <li>• Maintain up to date inventories</li> <li>• Ensure houses are equipped with furniture, fittings and equipment</li> <li>• Coordinate arrivals, departures and payments</li> <li>• Ensure accommodation is clean</li> <li>• Provision of high-quality customer service</li> <li>• Ensure accommodation creates profit, inline or exceeding budget expectations</li> </ul>
7 Governance and Performance	8	Office of the CEO	<b>Performance</b>	Project approvals and feasibility studies	With the Executive Manager Infrastructure, Works and Projects develop systems for the assessment of projects, and endorsement at Council level prior to commencement
8 Disaster Management	9	Office of the CEO	<b>Disaster Management</b>	Disaster Management Planning	<ul style="list-style-type: none"> <li>• Review Disaster Management Plan, including Airport emergency plan</li> <li>• Attendance of Local Disaster Management Group</li> </ul>
7 Governance and Performance	71	Office of the CEO	<b>Funding Applications and Acquittals</b>	Sustainable finances to support operations	<ul style="list-style-type: none"> <li>• Submission of high-quality funding applications in line with Council's budget and operational plan</li> <li>• Timely completion of funding acquittals</li> <li>• Ensuring grant funding is expended as per the funding agreements</li> </ul>
7 Governance and Performance	10	Community Services	<b>Budget</b>	Ensure the Community Services department operates in line within the allocated budget.	Each quarter actual expenditure and revenue to match budgeted.

4 Health, Well-being and Social Justice	11	Community Services	<b>Critical Mental Health</b>	Improve the health outcomes of community members	<p>1) Collaborate with community groups, and Local, State and Federal government departments to improve access to health services and close the gap in health outcomes, in particular:</p> <ul style="list-style-type: none"> <li>• Suicide prevention and promotion of social and emotional well-being, including: <ul style="list-style-type: none"> <li>* Indigenous Mental Health First Aid training</li> <li>* increasing locally based experienced workforce for mental health, social and emotional well-being, substance abuse and intellectual disability services and programs</li> <li>* provision of "healing on country" programs</li> <li>* Men's, women's and young people's services</li> <li>* Supporting the number of local community members undertaking mental health training /diplomas / degrees</li> </ul> </li> </ul> <p>2) Coordinate a strategic approach, driven by community, across all groups and services, to improve health outcomes and reduce gaps and duplication in service delivery, whilst obtaining value for money. The strategic approach would include:</p> <ul style="list-style-type: none"> <li>• Mental health, social and emotional-well being</li> <li>• Criminal justice interventions using evidence based approaches (including the Justice Reinvestment and diversionary models)</li> <li>• Housing</li> <li>• Education</li> <li>• Disability</li> <li>• Local economy</li> </ul>
4 Health, Well-being and Social Justice	12	Community Services	<b>Health - Preventative and Support</b>	Women's, Men's and Young people's support groups	<p>Work with community groups, and Local, State and Federal government departments to develop mental health, well-being, family violence and support services, including:</p> <ul style="list-style-type: none"> <li>• Women's group space and activities</li> <li>• Men's shed</li> <li>• Young people's group space and activities</li> <li>• Traditional hunting, gathering, cooking, art, song, music, basket weaving, wax collection, language, creating traditional artefacts, bush medicine and sports - harnessing the knowledge of elders</li> </ul>
4 Health, Well-being and Social Justice	13	Community Services	<b>Community Connections</b>	Men and Women's Shed and Hub	Implement and monitor the Men's Shed and Women's space service to ensure service delivery in line with funding agreements
4 Health, Well-being and Social Justice	14	Community Services	<b>Health - Population</b>	Promote evidence based strategies to improve community health promotion (preventive)	<p>Work with community groups, and Local, State and Federal government departments to promote evidence based health promotion programs and service provision for all community members, including:</p> <ul style="list-style-type: none"> <li>• Nutrition</li> <li>• Exercise</li> <li>• Sexual health</li> <li>• Diabetes</li> <li>• Smoking</li> <li>• Dental</li> </ul>
4 Health, Well-being and Social Justice	15	Community Services	<b>Justice</b>	Promote evidence based strategies to reduce criminal offending	<p>Collaborate with community groups, and Local, State and Federal government departments to promote evidence based criminal justice programs for community members, to reduce offending and improve safety, including:</p> <ul style="list-style-type: none"> <li>• Justice reinvestment models (redirecting money spent on prisons to community-based initiatives)</li> <li>• Pre and post custodial sentence programs (to divert people from the criminal justice system to mental health, drug &amp; alcohol and family violence programs, and support reintegration after release from custody)</li> <li>• Programs for young people to reduce offending behaviours (including school holiday programs, and healing on country programs)</li> <li>• Gender appropriate programs to reduce offending behaviours and improve social and emotional well-being</li> <li>• Indigenous Mental Health First Aid</li> <li>• Mental Health, social and emotional well-being, substance abuse and intellectual disability services</li> <li>• Boarding school support programs (for Council to visit boarders and provide guidance and support)</li> <li>• Driver licensing programs</li> <li>• Town planning in line with situational crime prevention best practice (such as having well lit pathways and community areas)</li> </ul>
2 Environment	16	Community Services	<b>Environment</b>	Protect the Kowanyama environment and reduce the impact of plastic	<ul style="list-style-type: none"> <li>• Working with Infrastructure, Works and Projects and community groups, reduce the amount of plastic being released in to the Kowanyama environment and water ways - including programs to reduce the use of plastic bags and the release of helium balloons.</li> <li>• Coordinate volunteer "clean-up" activities.</li> </ul>
2 Environment	17	Community Services	<b>Community Environment</b>	Promote beautification of community spaces and a "tidy town"	<p>Collaborate with community groups, and Local, State and Federal government departments to encourage local community pride:</p> <ul style="list-style-type: none"> <li>• Promote local artists to provide community artworks on buildings and structures</li> <li>• Reduce rubbish in public spaces</li> <li>• Promote plants in public spaces</li> <li>• Garden and "tidy town" awards</li> <li>• Community murals and electric poles and rubbish bins artwork</li> <li>• Removal of weeds from fencing</li> </ul>

4 Health, Well-being and Social Justice	18	Community Services	<b>Health and enterprise</b>	Community Gardens	<ul style="list-style-type: none"> <li>Collaborate with community groups, and Local, State and Federal government departments to create and maintain community gardens to increase local food production</li> <li>Work with local retailers for the supply of local foods in stores</li> <li>Work with local schools to increase knowledge of nutrition, fresh and local produce.</li> </ul>
4 Health, Well-being and Social Justice	19	Community Services	<b>Childcare</b>	Provision of high-quality service provision in line with funding agreement	Collaborate with child care providers to provide high-quality, accessible and culturally appropriate services.
5 Education and Capacity Building	20	Community Services	<b>Education</b>	Harness and celebrate local knowledge, culture and heritage, support our young people to gain the best education.	<ul style="list-style-type: none"> <li>Development and implementation of programs to support capturing and recording local knowledge and language</li> <li>Collaborate with schools to celebrate local knowledge</li> <li>Collaborate with schools to reduce the number of young people being excluded from schools</li> <li>Collaborate with schools to increase the school attendance, by implementing programs and services such as breakfast clubs and transport services</li> </ul>
1 Economic Development	21	Community Services	<b>Employment</b>	Increase community capacity building	<p>With Human Resources, and Infrastructure, Works and Projects, collaborate with job employment service providers to:</p> <ul style="list-style-type: none"> <li>Provide training to job seekers in community (with essential training in literacy, numeracy and basic computer skills)</li> <li>Utilise job seekers in Council projects</li> </ul>
4 Health, Well-being and Social Justice	22	Community Services	<b>Centrelink</b>	Provision of Centrelink agency services	Provide a high-quality service in line with funding agreement.
4 Health, Well-being and Social Justice	23	Community Services	<b>Aged Care</b>	Provide high-quality support to Aged Care clients	<p>Provision of care in accordance with Aged Care guidelines and regulation</p> <p>Coordination of:</p> <ul style="list-style-type: none"> <li>Respite care</li> <li>Allied health and therapy</li> <li>Personal Care</li> <li>Social Support</li> <li>Home medications</li> <li>Food services - including the promotion of local traditional foods, fresh and nutritious foods</li> <li>Transport</li> </ul>
4 Health, Well-being and Social Justice	24	Community Services	<b>Disability</b>	Preparation for National Disability Insurance Scheme (NDIS)	Review the impact of the NDIS to disability services and implement service adjustments as required
4 Health, Well-being and Social Justice	25	Community Services	<b>Housing</b>	Tenancy management	<ul style="list-style-type: none"> <li>Up to date tenancy agreements - community members</li> <li>Advocate for sufficient community housing to reduce overcrowding</li> </ul>
7 Governance and Performance	26	Community Services	<b>Land</b>	Advocate for the resolution of Land Holding Act (Katter) leases	<ul style="list-style-type: none"> <li>Coordination of community meetings with Katter leases as an agenda item</li> <li>Liaison with Government stakeholders to advocate for community needs</li> </ul>
4 Health, Well-being and Social Justice	27	Community Services	<b>Sports and Recreation</b>	Support of Sports and Recreation	<ul style="list-style-type: none"> <li>Active participation in Sports and Recreation Committee</li> <li>Working with department of Infrastructure Works and Projects, advocate for sporting facilities, and infrastructure to encourage healthy activities (walking and cycling)</li> </ul>
4 Health, Well-being and Social Justice	28	Community Services	<b>Multi Purpose Centre</b>	Support of Sports and Recreation and Youth Engagement	<ul style="list-style-type: none"> <li>Work with the Grants and Business Development Manager to identify funding for MPC activities</li> <li>Work with other community stakeholders to implement activities for young people, including breakfast and homework clubs and school holiday programs.</li> </ul>
3 Arts, Culture and Recreation	29	Community Services	<b>Community Radio</b>	Provision of high-quality service provision in line with funding agreement	<ul style="list-style-type: none"> <li>Community member interviews</li> <li>Community news reporting</li> <li>Promotion of local culture</li> <li>Promotion of local music</li> <li>Promotion of local languages</li> <li>Sponsorship and advertising opportunities</li> </ul>
6 Community Cohesiveness	30	Community Services	<b>Stakeholders</b>	Community stakeholder relationship building	<ul style="list-style-type: none"> <li>Four community meetings held each year</li> <li>Attendance at relevant community group meetings</li> </ul>
7 Governance and Performance	31	Finance	<b>Budget</b>	Ensure the Finance department operates in line within the allocated budget.	Each quarter actual expenditure and revenue to match budgeted.
7 Governance and Performance	32	Finance	<b>Assets</b>	Responsible management of assets to support long-term financial sustainability	Generation, implementation and monitoring of Asset Management Plan
7 Governance and Performance	33	Finance	<b>Assets</b>	Revaluation and condition assessment of assets	<ul style="list-style-type: none"> <li>Appointment of Valuer</li> <li>Asset condition assessments reviewed by Audit and Risk Committee</li> <li>Asset register updated</li> </ul>

7 Governance and Performance	34	Finance	<b>Audit</b>	External Audit	"Green-Light" from Queensland Audit Office (both timeliness and quality)
7 Governance and Performance	35	Finance	<b>Budget and Financial Statements</b>	Strengthen Council's long term financial planning	<ul style="list-style-type: none"> <li>Preparation of 2017/2018 Financial Statements</li> <li>Endorsement of original budget in line with Operational Plan objectives by 30 August</li> <li>Budget review by 31 December 2018</li> <li>Monitoring of Departmental Budgets and communication of risks with managers</li> </ul>
7 Governance and Performance	36	Finance	<b>Debt Recovery</b>	Manage debtors through lawful, ethical and culturally sensitive approaches	<ul style="list-style-type: none"> <li>Development and implementation of Debt Recovery Policy</li> <li>Writing off bad-debts</li> </ul>
7 Governance and Performance	37	Finance	<b>Finance systems</b>	Ensure finance systems meet Council requirements	<ul style="list-style-type: none"> <li>Provision of staff training in Synergy soft</li> </ul>
7 Governance and Performance	38	Finance	<b>Insurance</b>	Active insurance policies to reduce risk to Council	Preparation, market appraisal, assessment and award for 18/19 year
7 Governance and Performance	39	Finance	<b>Procurement</b>	Review Preferred Supplier List	Coordination of preferred supplier list with focus on increasing opportunities for local suppliers and workers and provision of high-quality, respectful service provision
7 Governance and Performance	40	Finance	<b>Procurement</b>	Contract Management	Development of contracts between Council's and suppliers to ensure high-quality service provision to Council and community adherence to Sound Contracting Principles as detailed in Local Government Act 2009
7 Governance and Performance	41	Finance	<b>Procurement</b>	Purchasing	<ul style="list-style-type: none"> <li>Implement improved procedures for increased manager awareness and responsibility of departmental budgets, including clear policies and procedures and the use of visual explanations materials (flowcharts)</li> <li>Procurement of local and regional services and materials</li> <li>Ensuring the Purchasing Store is sufficiently stocked with appropriate profit margins and reporting systems</li> </ul>
7 Governance and Performance	42	Governance and Operations	<b>Budget</b>	Ensure the Corporate Governance department operates in line within the allocated budget.	Each quarter actual expenditure and revenue to match budgeted.
7 Governance and Performance	43	Governance and Operations	<b>Publications</b>	Ensure the professional corporate branding and information provision to stakeholder groups to communicate Council's vision, mission, values and progress.	<ul style="list-style-type: none"> <li>Annual Report to be endorsed by Council within one month of certified Financial Statements</li> <li>2 Newsletters per year</li> <li>Social media</li> </ul>
7 Governance and Performance	44	Governance and Operations	<b>Advocacy</b>	Advocating Council's strategy objectives to Local, State and Federal government departments and relevant bodies (1)	<p>Development of Key Issues and Advocacy Strategy - detailing Council's and community's goals and values in:</p> <ul style="list-style-type: none"> <li>Housing</li> <li>Health</li> <li>Justice</li> <li>Education</li> <li>Transport</li> <li>Infrastructure</li> <li>Aged care</li> <li>Disability</li> <li>Child Care</li> <li>Family Violence</li> <li>Tourism</li> <li>Telecommunications</li> <li>Local employment, with more stakeholder service providers living in community</li> </ul>
7 Governance and Performance	45	Governance and Operations	<b>Advocacy</b>	Advocating Council's strategy objectives to Local, State and Federal government departments and relevant bodies (2)	<ul style="list-style-type: none"> <li>Briefings on key issues provide to Councillors and Executive</li> <li>Attendance at key meetings and conferences with feedback to Councillors and the Executive</li> <li>Written and in person lobbying with Local, State and Federal government departments and relevant bodies</li> <li>Responses to consultations to advocate Council's strategy</li> </ul>
7 Governance and Performance	46	Governance and Operations	<b>Audit</b>	Compliance with Local Government Act 2009 Audit Committee requirements and best practice	<ul style="list-style-type: none"> <li>Development of Annual Internal Audit Plan</li> <li>Completion of Internal Audit Plan</li> <li>Audit and Risk Committee Meetings as per Audit and Risk Committee Charter</li> </ul>
4 Health, Well-being and Social Justice	47	Governance and Operations	<b>Justice</b>	Review of Alcohol Management Plan (AMP)	<ul style="list-style-type: none"> <li>Advocate for a review of the AMP, including research into the short and long-term social, health and economic impacts of fining and charging community members</li> <li>Collaborate with community groups, and Local, State and Federal government departments to ensure the AMP meets the needs of community</li> </ul>

	48	Governance and Operations	<b>Justice</b>	Review of Situational Crime Prevention needs	Review community's needs in Situational Crime Prevention including CCTV, and with the Grants and Business Development Manager, advocate for funding to meet needs
7 Governance and Performance	49	Governance and Operations	<b>Compliance</b>	Policies and Procedures	<ul style="list-style-type: none"> <li>• Development and maintenance of Policies and Procedures Register</li> <li>• Ensuring Policies and Procedures are maintained as per the Policies and Procedures Register</li> <li>• Ensuring Policies and Procedures are in line with Council plans, strategies, best practice and current local government best practice and values.</li> </ul>
7 Governance and Performance	50	Governance and Operations	<b>Information, Technology and Communication (ITC)</b>	Computer assets	<ul style="list-style-type: none"> <li>• Develop and maintain asset register for ITC equipment</li> <li>• Coordinate the repair and purchasing of ITC hardware and software to meet the needs of staff within budget restrictions</li> <li>• Ensure systems have appropriate virus and ransom wear protection</li> </ul>
7 Governance and Performance	51	Governance and Operations	<b>Legal</b>	Ensure Council operations are inline with applicable legislation	<ul style="list-style-type: none"> <li>• Provision of advice to Council and Executive on Local Government Act 2009 and Regulation 2012 requirements</li> <li>• Coordination of legal advice</li> </ul>
7 Governance and Performance	52	Governance and Operations	<b>Local Laws</b>	Adequate local laws	<ul style="list-style-type: none"> <li>• Review current local laws to ensure they are fit for purpose</li> <li>• Development of a local law register</li> <li>• Development of new of amended Local Laws as required</li> </ul>
7 Governance and Performance	53	Governance and Operations	<b>Performance</b>	Completion of Council action items and strategic plan deliverables	<ul style="list-style-type: none"> <li>• Capturing, monitoring and completion of Council and committee action items</li> <li>• Monitoring and reporting of Operational Plan and Corporate Plan deliverables and achievements</li> </ul>
7 Governance and Performance	54	Governance and Operations	<b>Public Affairs</b>	An informed Council and Executive	<ul style="list-style-type: none"> <li>• Distribution of relevant media articles to ensure Councillors and Executive are informed of relevant issues</li> <li>• Development of briefings for Council and Executive on relevant issues applicable to Cape York, Indigenous Local Councils and Aboriginal and Torres Strait Islander peoples.</li> </ul>
7 Governance and Performance	55	Governance and Operations	<b>Publications</b>	Website	<ul style="list-style-type: none"> <li>• Website is compliant with Local Government legislation</li> <li>• Website is user-friendly and reflects the brand of Council</li> </ul>
7 Governance and Performance	56	Governance and Operations	<b>Records Management</b>	Ensure all documentation is stored in accordance with QLD legislation and best practice	<ul style="list-style-type: none"> <li>• Implementation and monitoring of protocol to store correspondence</li> <li>• Implementation and monitoring of enforcement of a protocol for the electronic filing of incoming and outgoing correspondence</li> </ul>
7 Governance and Performance	57	Governance and Operations	<b>Risk Register</b>	Responsible management of risks	Generation, implementation and monitoring of Risk Register
7 Governance and Performance	58	Governance and Operations	<b>Stakeholders</b>	Professional corporate branding	Annual Report to be endorsed by Council within one month of certified Financial Statements
7 Governance and Performance	59	Human Resources	<b>Budget</b>	Ensure the Human Resources department operates in line within the allocated budget.	Each quarter actual expenditure and revenue to match budgeted.
7 Governance and Performance	60	Human Resources	<b>Council Culture</b>	Communication and collaboration with employees	Promote a collaborative, positive work and corporate environment through development of key procedures, guidelines, staff briefings and team building activities.
7 Governance and Performance	61	Human Resources	<b>Employee Capacity Building</b>	A trained workforce and strong governance	<ul style="list-style-type: none"> <li>• Develop a training schedule and support employees to engage in training opportunities</li> <li>• Develop and implement financial and governance training programs for staff to support financial literacy, budget management, fraud control and decision making</li> <li>• In collaboration with the Finance team, develop and implement financial training programs to managers to support budget monitoring, purchasing, use of cost codes, budget development and fraud control.</li> <li>• Provide training programs to managers to support their management of staff</li> <li>• Implement capacity building programs to support staff progressing in Corporate Structure - such as acting arrangements, mentoring and shadowing.</li> </ul>
7 Governance and Performance	62	Human Resources	<b>Employee Health</b>	Promote employee health and well-being for a happy and productive workforce	<p>Provision of evidence based health programs for staff, including:</p> <ul style="list-style-type: none"> <li>• Quit smoking support</li> <li>• Mental health, social and emotional well-being support</li> <li>• Stress and anger management programs</li> <li>• 4 WD driving</li> </ul>
7 Governance and Performance	63	Human Resources	<b>Work, Health and Safety</b>	A safe working environment	<ul style="list-style-type: none"> <li>• Provide training in Work, Health and Safety</li> <li>• Supporting a safe and healthy work environment</li> </ul>
7 Governance and Performance	64	Human Resources	<b>Employee Performance</b>	Staff performance and retention	<ul style="list-style-type: none"> <li>• Updating skills audit to ascertain training needs within organisation</li> <li>• Supporting managers in annual performance reviews</li> <li>• Review of position descriptions</li> </ul>

7 Governance and Performance	65	Human Resources	<b>Employee Management</b>	Recruitment and management of staff	<ul style="list-style-type: none"> <li>• Roll-out of Human Resource Manual, including recruitment, performance management and performance appraisals</li> <li>• Training to staff on Human Resources procedures as detailed in manual</li> </ul>
1 Economic Development	66	Human Resources	<b>Community Capacity Building</b>	Provision of capacity building opportunities for community members	<ul style="list-style-type: none"> <li>• Working with Community Services and Infrastructure, Works and Projects, collaborate with local employment services to ensure job seekers are provided with training relevant to current and future Council's and community skill needs.</li> <li>• Collaborating with employment service providers to support both female and male job seekers through: <ul style="list-style-type: none"> <li>* Council placements</li> <li>* Collaboration in Council projects</li> </ul> </li> </ul>
7 Governance and Performance	67	Human Resources	<b>Employee Tenancy</b>	Safe accommodation	<ul style="list-style-type: none"> <li>• Ensure tenancy agreements are in place for employees</li> <li>• Ensure accommodation meets WHS needs in line with budget</li> <li>• Work with Grants and Business Development Manager to seek funding to implement WHS requirements for employee housing</li> </ul>
9 Infrastructure Development	68	Human Resources	<b>Staff Housing</b>	Maintain safe and comfortable staff home environments	<ul style="list-style-type: none"> <li>• Receive, allocate and program repairs</li> <li>• Maintain up to date inventories</li> <li>• Ensure houses are equipped with furniture, fittings and equipment</li> </ul>
7 Governance and Performance	69	Human Resources	<b>Enterprise Bargaining Agreement (EBA)</b>	Preparation for possible Enterprise Bargaining Agreement (EBA) in 2018/2019	<ul style="list-style-type: none"> <li>• Provision of advice to Chief Executive Officer and Council on potential Enterprise Bargaining Agreement (EBA)</li> </ul>
7 Governance and Performance	70	Infrastructure, Works and Projects	<b>Budget</b>	Ensure the Infrastructure, Works and Projects department operates in line within the allocated budget.	Each quarter actual expenditure and revenue to match budgeted.
4 Health, Well-being and Social Justice	72	Infrastructure, Works and Projects	<b>Community Grants</b>	Implement Community Grants policy	<ul style="list-style-type: none"> <li>• Encourage suitable applications to the community grants program</li> <li>• Provide monthly financial reports on Community Grants usage and outcomes</li> </ul>
4 Health, Well-being and Social Justice	73	Infrastructure, Works and Projects	<b>Animal Management</b>	Promote the health of animals in community to reduce risk to community members	<ul style="list-style-type: none"> <li>• Scheduling regular vet visits for surgical de-sexing and anti-parasite treatment</li> <li>• Provision of training to animal management workers to provide urgent care to animals (for care in-between vet visits)</li> <li>• Development and implementation of Dog, Cat and Horse health programs</li> <li>• Development and implementation of animal health education programs to community members</li> <li>• Working with local shops to ensure stocking of essential pet supplies - anti parasite treatment</li> </ul>
4 Health, Well-being and Social Justice	74	Infrastructure, Works and Projects	<b>Environmental Health</b>	Promote the environmental health of community	Development and implementation of Food Safety, Water Sanitation, and Mosquito Control programs
9 Infrastructure Development	75	Infrastructure, Works and Projects	<b>Capital Works</b>	Capital Works Program	Develop a Capital Works program in line with prioritisation and Asset Management Plans
9 Infrastructure Development	76	Infrastructure, Works and Projects	<b>Town Planning</b>	Safe, happy, green and healthy community town planning	<ul style="list-style-type: none"> <li>• Ensuring all new planning works create safe community spaces that promote health and well-being (including BBQs, playgrounds, pathways, cycling lanes, sportsgrounds and exercise facilities)</li> <li>• Ensuring community spaces are well-lit, and are in line with situational crime prevention best practice.</li> <li>• Utilising the latest technologies were resources allow</li> <li>• Provision of basic amenities such as food shops, market gardens, laundromats, library</li> <li>• Ensuring any new infrastructure is in line with best practice</li> <li>• Designing infrastructure using traditional design and incorporating local art</li> </ul>
9 Infrastructure Development	77	Infrastructure, Works and Projects	<b>Planning Scheme</b>	Review of planning scheme to ensure it meets the needs of current and future community members	Review of planning scheme
9 Infrastructure Development	78	Infrastructure, Works and Projects	<b>Building - New</b>	Responsible management of new assets, compliance with regulator requirement and undertaking of works in line with contracts	<p>Coordinating new builds ensuring:</p> <ul style="list-style-type: none"> <li>• Adherence to Work Health and Safety Standards</li> <li>• Quoting and tendering within Government timeframes</li> <li>• Complete works, to a high standard, within approved timeframes</li> <li>• Raising of invoices as soon as works are completed</li> <li>• Utilisation of local workforce</li> <li>• Utilisation of local or regional materials</li> <li>• Architecture in line with "green" building standards and in harmony with traditional design and art</li> <li>• Disability and aged care design considerations</li> <li>• Revenue in line with agreed profit margins</li> </ul>
9 Infrastructure Development	79	Infrastructure, Works and Projects	<b>Building - Repairs and Maintenance</b>	Responsible management of repairs and maintenance of existing assets, compliance with regulator requirements and undertaking of works in line with contracts	<ul style="list-style-type: none"> <li>• Receive, allocate and program works within nominated BAS contract timeframes</li> <li>• Timely completion of internal works</li> <li>• Invoice works within 7 days of completion of service</li> <li>• Utilisation of local workforce</li> <li>• Revenue in line with agreed profit margins</li> </ul>
9 Infrastructure Development	80	Infrastructure, Works and Projects	<b>Corporate Buildings</b>	Maintain safe and comfortable staff work environments	Receive, allocate and program repairs

9 Infrastructure Development	81	Infrastructure, Works and Projects	<b>Fire safety</b>	Reduce fire hazards	<ul style="list-style-type: none"> <li>• 6 and 12 monthly services are undertaken</li> <li>• Rectification works are completed in a timely manner</li> </ul>
2 Environment	82	Infrastructure, Works and Projects	<b>Carbon Farming</b>	Development and maintenance of Carbon Farming project	Engaging contractor to provide services
7 Governance and Performance	83	Infrastructure, Works and Projects	<b>Fleet</b>	Fit for purpose work vehicles in line with budget restrictions	<ul style="list-style-type: none"> <li>• Review of cost / benefits of leasing versus purchasing</li> <li>• Purchasing vehicles in line with operational requirements and budget</li> <li>• Scheduling of repairs and maintenance (reactive and proactive)</li> <li>• Maintaining vehicle register, including condition assessments</li> <li>• Development of strategy for fleet replacement</li> </ul>
7 Governance and Performance	84	Infrastructure, Works and Projects	<b>Plant</b>	Fit for purpose plant in line with budget restrictions	Develop and implement Plant Management Plan
2 Environment	85	Infrastructure, Works and Projects	<b>Lands and Environment</b>	Rangers Program	Protect and strengthen Aboriginal cultural heritage, environment and resource management
2 Environment	86	Infrastructure, Works and Projects	<b>Parks and Gardens</b>	Provide a clean environment for the enjoyment of community members, stakeholders and tourism	<p>Maintain parks and Public spaces:</p> <ul style="list-style-type: none"> <li>• Waste removal</li> <li>• Grounds maintenance</li> </ul>
9 Infrastructure Development	87	Infrastructure, Works and Projects	<b>Projects</b>	Coordination of capital works to ensure high-quality projects in line with budget restrictions	<ul style="list-style-type: none"> <li>• Development of Project Management Plans</li> <li>• Tendering for the works in line with Procurement Policy</li> <li>• Ensuring all projects have scope of works and are implemented in accordance with scope of works</li> <li>• Onsite monitoring of works</li> <li>• Works are completed as per Project management Plans</li> <li>• Any alternations to original scope of works are approved by CEO and incorporated within contract</li> </ul>
9 Infrastructure Development	88	Infrastructure, Works and Projects	<b>Roads</b>	Provision of safe and fit for purpose roads	Repair and maintenance of roads in accordance with budget restrictions.
9 Infrastructure Development	89	Infrastructure, Works and Projects	<b>Sewerage</b>	Provision of fit-for-purpose sewerage services	Maintain and develop sewerage systems and plan for community needs that meet all licensing requirements
9 Infrastructure Development	90	Infrastructure, Works and Projects	<b>Waste</b>	Provision of fit-for-purpose waste services	<ul style="list-style-type: none"> <li>• Maintain and develop waste systems and plan for community needs that meet all licensing requirements</li> <li>• Promote recycling to reduce waste creation</li> <li>• Investigate funding opportunities and advocate for: <ul style="list-style-type: none"> <li>*replacement rubbish truck</li> <li>* UV filtration at shed at dam (for use of treated recycled water of new football field irrigation and possible wash down bay for cleaning vehicles</li> <li>* automatic filtration and flow meter install at sewage treatment ponds</li> <li>* oval dam automatic automation</li> </ul> </li> </ul>
9 Infrastructure Development	91	Infrastructure, Works and Projects	<b>Water</b>	Provision of fit for purpose water services	<p>Maintain and develop water systems and plan that meet all licensing requirements</p> <p>Advocate for urgent water infrastructure repair and maintenance to provide water security for current and future community needs.</p>
9 Infrastructure Development	92	Infrastructure, Works and Projects	<b>Air-conditioning</b>	Maintain a comfortable temperature for staff areas	<ul style="list-style-type: none"> <li>• 12 monthly services undertaken</li> <li>• All rectification works are completed in a timely manner</li> <li>• Development of air-conditioning guidelines to maintain comfortable temperature of areas and reduce energy consumption</li> </ul>