

Kowanyama Aboriginal Shire Council - Operational Plan 2020-2021

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	Area	Focus	Objective	Key Performance Indicator (KPI)
7 Governance and Performance	Office of the CEO	Budget	Ensure the Office of the CEO department operates in line within the allocated budget.	Each quarter actual expenditure and revenue to match budgeted.
2 Environment	Office of the CEO	Carbon Farming	Carbon Farming Project	Coordinate the management of the Carbon Farming Project with Rangers and contractors
2 Environment	Office of the CEO	Carbon Footprint	Protecting the land for future generations	<ul style="list-style-type: none"> • Reduce the carbon footprint of Council - including reduction of carbon omissions, waste, plastic, plus the utilisation of local products and services • Investigate possibilities for implementing Container Refund Scheme - - Containers for Change • Utilisation of renewal energies - such as solar panels
8 Governance and Performance	Office of the CEO	Community Grants	Administer the Community Grants program	<ul style="list-style-type: none"> • Encourage awareness of the Council community grants program • Ensure approve community grants meet eligibility requirements • Ensure grants are acquitted and details provided to monthly council meetings and the Annual Report
6 Governance and Performance	Office of the CEO	Customer Service	Provide user-friendly, respectful and proactive customer service delivery	<ul style="list-style-type: none"> • Generate and implement complaints management process • Customers are acknowledged within 2 minutes from arriving at reception • Telephones are picked up within 7 rings • Out of Office messages, containing accurate contact information, are used • Telephone answer machine messages are up to date • Telephone message banks are accessible • All external emails are acknowledged within 48 hours
8 Disaster Management	Office of the CEO	Disaster Management	Disaster Management Planning	<ul style="list-style-type: none"> • Review Disaster Management Plan, including Airport emergency plan • Attendance of Local Disaster Management Group
1 Economic Development	Office of the CEO	Enterprise accommodation	Manage enterprise buildings to provide clean, safe and comfortable accommodation for stakeholders and visitors	<ul style="list-style-type: none"> • Increase the supply of available, high-quality accommodation • Receive, allocate and program repairs • Maintain up to date inventories • Ensure houses are equipped with furniture, fittings and equipment • Coordinate arrivals, departures and payments • Ensure accommodation is clean • Provision of high-quality customer service • Ensure accommodation creates profit, inline or exceeding budget expectations
7 Governance and Performance	Office of the CEO	Funding Applications and Acquittals	Sustainable finances to support operations	<ul style="list-style-type: none"> • Submission of high-quality funding applications in line with Council's budget and operational plan • Timely completion of funding and performance acquittals • Ensuring grant funding is expended as per the funding agreements
1 Economic Development	Office of the CEO	Local Economy	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"> • A healthy and trained workforce • High-speed telecommunications • A safe working environment • Beautification of community spaces • High-quality roads • Frequent, high-quality cost effective air services • Not to compete with local service providers when business opportunities arise
7 Governance and Performance	Office of the CEO	Performance	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
7 Governance and Performance	Office of the CEO	Performance - CEO	CEO Key Performance Indicators	Achievement of CEOs Key Performance Indicators within specified timeframes
7 Governance and Performance	Office of the CEO	Performance - Employees	High-quality communication and performance of staff	<ul style="list-style-type: none"> • Executive Team meetings, with Agendas, Minutes and Action Items, are held each month • Summary of Executive Team Meeting discussions and key monthly activity provided to all staff and Council in monthly email and notice board updates

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4 Health, Well-being and Social Justice	Community Services	Aged Care	Provide high-quality support to Aged Care clients	Provision of care in accordance with Aged Care guidelines and regulation Coordination of: <ul style="list-style-type: none"> • Respite care • Allied health and therapy • Personal Care • Social Support • Home medications • Food services - including the promotion of local traditional foods, fresh and nutritious foods • Transport
7 Governance and Performance	Community Services	Budget	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	Community Services	Centrelink	Provision of Centrelink agency services	Provide a high-quality service in line with funding agreement.
4 Health, Well-being and Social Justice	Community Services	Childcare	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.
4 Health, Well-being and Social Justice	Community Services	Community Connections	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
2 Environment	Community Services	Community Environment	Promote beautification of community spaces and a "tidy town"	Collaborate with community groups, and Local, State and Federal government departments, and RISE, to encourage local community pride: <ul style="list-style-type: none"> • Promote local artists to provide community artworks on buildings and structures • Reduce rubbish in public spaces • Promote plants in public spaces • Garden and "tidy town" awards • Community murals and electric poles and rubbish bins artwork • Removal of weeds from fencing
3 Arts, Culture and Recreation	Community Services	Community Radio	Provision of high-quality service provision in line with funding agreement	<ul style="list-style-type: none"> • Community member interviews • Community news reporting • Promotion of local culture • Promotion of local music • Promotion of local languages • Sponsorship and advertising opportunities
4 Health, Well-being and Social Justice	Community Services	Critical Mental Health	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"> • Suicide prevention and promotion of social and emotional well-being, including: <ul style="list-style-type: none"> * Indigenous Mental Health First Aid training * increasing locally based experienced workforce for mental health, social and emotional well-being, substance abuse and intellectual disability services and programs * provision of "healing on country" programs * Men's, women's and young people's services * Supporting the number of local community members undertaking mental health training /diplomas / degrees <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"> • Mental health, social and emotional-well being • Criminal justice interventions using evidence based approaches (including the Justice Reinvestment and diversionary models) • Housing • Education • Disability • Local economy
4 Health, Well-being and Social Justice	Community Services	Disability	National Disability Insurance Scheme (NDIS)	<ul style="list-style-type: none"> • With stakeholders, provision of NDIS services
5 Education and Capacity Building	Community Services	Education	Harness and celebrate local knowledge, culture and heritage, support our young people to gain the best education.	<ul style="list-style-type: none"> • Development and implementation of programs to support capturing and recording local knowledge and language • Collaborate with schools to celebrate local knowledge • Collaborate with schools to reduce the number of young people being excluded from schools • Collaborate with schools to increase the school attendance, by implementing programs and services such as breakfast clubs and transport services • Advocate with the Department of Education regarding the low standards of numeracy and literacy of school leavers.
2 Environment	Community Services	Environment	Protect the Kowanyama environment and reduce the impact of plastic	<ul style="list-style-type: none"> • 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. • Coordinate volunteer "clean-up" activities.
7 Community Cohesiveness	Community Services	Events	Develop events calendar	Publication of events calendar on website and community notice boards

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4 Health, Well-being and Social Justice	Community Services	Health - Population	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"> • Nutrition • Exercise • Sexual health • Diabetes - including advocating for renal dialysis • Smoking • Dental
4 Health, Well-being and Social Justice	Community Services	Health - Preventative and Support	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"> • Establish community lead groups to inform the strategic direction of the services • Women's group space and activities • Men's shed • Young people's group space and activities • Traditional hunting, gathering, cooking, art, song, music, basket weaving, wax collection, language, creating traditional artefacts, bush medicine and sports - harnessing the knowledge of elders
5 Health, Well-being and Social Justice	Community Services	Health - Preventative and Support	Men's Group	<ul style="list-style-type: none"> • Provide health support • Advocate for the Sexual Health education, including consent, at Men's group
4 Health, Well-being and Social Justice	Community Services	Health and enterprise	Community Gardens	<ul style="list-style-type: none"> • Collaborate with community groups, and Local, State and Federal government departments to create and maintain community gardens to increase local food production • Work with local retailers for the supply of local foods in stores • Work with local schools to increase knowledge of nutrition, fresh and local produce.
4 Health, Well-being and Social Justice	Community Services	Housing	Tenancy management	<ul style="list-style-type: none"> • Up to date tenancy agreements - community members • Advocate for sufficient community housing to reduce overcrowding
4 Health, Well-being and Social Justice	Community Services	Justice	Fining	With EMGO Investigate options for directing State Penalties Enforcement Registry (SPER) payments to community programs
4 Health, Well-being and Social Justice	Community Services	Justice	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"> • Justice reinvestment models (redirecting money spent on prisons to community-based initiatives) • Pre and post custodial sentence programs (to divert people from the criminal justice system to mental health, drug & alcohol and family violence programs, and support reintegration after release from custody) • Programs for young people to reduce offending behaviours (including school holiday programs, and healing on country programs) • Gender appropriate programs to reduce offending behaviours and improve social and emotional well-being • Indigenous Mental Health First Aid • Mental Health, social and emotional well-being, substance abuse and intellectual disability services • Boarding school support programs (for Council to visit boarders and provide guidance and support) • Driver licensing programs • Town planning in line with situational crime prevention best practice (such as having well lit pathways and community areas)
4 Health, Well-being and Social Justice	Community Services	Multi Purpose Centre	Support of Sports and Recreation and Youth Engagement	<ul style="list-style-type: none"> • Work with the Grants and Business Development Manager to identify funding for MPC activities • Work with other community stakeholders to implement activities for young people, including breakfast and homework clubs and school holiday programs.
9 Infrastructure Development	Community Services	Post Office	Fit for purpose building	<ul style="list-style-type: none"> • Investigate the options for ensuring the privacy of Post Office clients is supported through building design • Investigate the options for ensuring the disability access for Post Office clients is supported through building design
4 Health, Well-being and Social Justice	Community Services	Sports and Recreation	Support of Sports and Recreation	<ul style="list-style-type: none"> • Active participation in Sports and Recreation Committee • Working with department of Infrastructure Works and Projects, advocate for sporting facilities, and infrastructure to encourage healthy activities (walking and cycling)
6 Community Cohesiveness	Community Services	Stakeholders	Community stakeholder relationship building	<ul style="list-style-type: none"> • Coordination of four community meetings held each year • Attendance at relevant community group meetings • With CEO and EMGO investigate implementation of focus groups and Council of Elders in line with Thriving Communities Model

5 Year Corporate Plan Area	Area	Focus	Objective	Key Performance Indicator (KPI)
7 Governance and Performance	Finance	Assets	Responsible management of assets to support long-term financial sustainability	Generation, implementation and monitoring of Asset Management Plan 2020
7 Governance and Performance	Finance	Assets	Revaluation and condition assessment of assets	<ul style="list-style-type: none"> • Appointment of Valuer • Asset condition assessments reviewed by Audit and Risk Committee • Asset register updated by July 2021
7 Governance and Performance	Finance	Audit	External Audit	"Green-Light" from Queensland Audit Office (both timeliness and quality) -2020/21 Year
7 Governance and Performance	Finance	Budget	Ensure the Finance department operates in line within the allocated budget.	Each quarter actual expenditure and revenue to match budgeted.
7 Governance and Performance	Finance	Budget and Financial Statements	Strengthen Council's long term financial planning	<ul style="list-style-type: none"> • Preparation of 2020-2021 Financial Statements • Endorsement of original budget in line with Operational Plan objectives by 30 August 2020 • Budget review by 28th February 2021 • Monitoring of Departmental Budgets and communication of risks with managers
7 Governance and Performance	Finance	Debt Recovery	Manage debtors through lawful, ethical and culturally sensitive approaches	<ul style="list-style-type: none"> • Development and implementation of Debt Recovery Policy • Writing off bad-debts
7 Governance and Performance	Finance	Finance systems	Ensure finance systems meet Council requirements	<ul style="list-style-type: none"> • Provision of staff training in Synergy soft
7 Governance and Performance	Finance	Insurance	Active insurance policies to reduce risk to Council	Preparation, market appraisal, assessment and award for 21/22 year
7 Governance and Performance	Finance	Procurement	Contract Management	<ul style="list-style-type: none"> • 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 • Ensure tenders and contracts include 10% weighting towards recruitment and training of Indigenous Kowanyama community members and utilisation of local business • With EMIRE and HR ensure construction tenders and contracts include Indigenous Economic Opportunities Plan - and 10% of total labour hours being allocated to Indigenous persons
7 Governance and Performance	Finance	Procurement	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	Finance	Procurement	Purchasing	<ul style="list-style-type: none"> • 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) • Procurement of local and regional services and materials • Ensuring the Purchasing Store is sufficiently stocked with appropriate profit margins and reporting systems

5 Year Corporate Plan Area	Area	Focus	Objective	Key Performance Indicator (KPI)
7 Governance and Performance	Governance and Operations	Advocacy	Advocating Council's strategy objectives to Local, State and Federal government departments and relevant bodies (1)	Development of Key Issues and Advocacy Strategy - detailing Council's and community's goals and values in: <ul style="list-style-type: none"> • Housing • Health • Justice • Education • Transport • Infrastructure • Aged care • Disability • Child Care • Family Violence • Tourism • Telecommunications • Local employment, with more stakeholder service providers living in community
7 Governance and Performance	Governance and Operations	Advocacy	Advocating Council's strategy objectives to Local, State and Federal government departments and relevant bodies (2)	<ul style="list-style-type: none"> • Briefings on key issues provide to Councillors and Executive • Attendance at key meetings and conferences with feedback to Councillors and the Executive • Written and in person lobbying with Local, State and Federal government departments and relevant bodies • Responses to consultations to advocate Council's strategy
7 Governance and Performance	Governance and Operations	Audit	Compliance with Local Government Act 2009 Audit Committee requirements and best practice	<ul style="list-style-type: none"> • Development of Annual Internal Audit Plan • Completion of Internal Audit Plan • Audit and Risk Committee Meetings as per Audit and Risk Committee Charter
7 Governance and Performance	Governance and Operations	Budget	Ensure the Governance and Operations department operates in line within the allocated budget.	Each quarter actual expenditure and revenue to match budgeted.
7 Governance and Performance	Governance and Operations	Compliance	Policies and Procedures	<ul style="list-style-type: none"> • Development and maintenance of Policies and Procedures Register • Ensuring Policies and Procedures are maintained as per the Policies and Procedures Register • Ensuring Policies and Procedures are in line with Council plans, strategies, best practice and current local government best practice and values.
7 Governance and Performance	Governance and Operations	Environmental Health	Food Licencing	<ul style="list-style-type: none"> • Assist Infrastructure to undertake food licencing
7 Governance and Performance	Governance and Operations	Information, Technology and Communication (ITC)	Community WIFI	Investigate the cost and benefit of Community WIFI
7 Governance and Performance	Governance and Operations	Information, Technology and Communication (ITC)	Computer assets	<ul style="list-style-type: none"> • Develop and maintain asset register for ITC equipment • Coordinate the repair and purchasing of ITC hardware and software to meet the needs of staff within budget restrictions • Ensure systems have appropriate virus and ransom wear protection
4 Health, Well-being and Social Justice	Governance and Operations	Justice	Inform implementation of revised of Alcohol Management Plan (AMP)	<ul style="list-style-type: none"> • Advocate for implementation of revised AMP, utilising research into the short and long-term social, health and economic impacts of fining and charging community members • Collaborate with community groups, and Local, State and Federal government departments to ensure the AMP meets the needs of community
4 Health, Well-being and Social Justice	Governance and Operations	Justice	Review of Community Justice Group	<ul style="list-style-type: none"> • Wirth CEO support review of Community Justice Group
4 Health, Well-being and Social Justice	Governance and Operations	Justice	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
9 Infrastructure Development	Governance and Operations	Land Use	Indigenous Land Use Agreement (ILUA)	Progress the development of an ILUA for the township and associated essential infrastructure
9 Infrastructure Development	Governance and Operations	Land Use	Development Applications	<ul style="list-style-type: none"> • Coordinate assessment of Development Applications (DAs) • Initiate and progress the design of a tailored Council development assessment process • Initiate and progress the development of a formalised Council building certification process
9 Infrastructure Development	Governance and Operations	Land Use	Mapping	Progress development of a township map identifying land use throughout Kowanyama
9 Infrastructure Development	Governance and Operations	Land Use	Leases	<ul style="list-style-type: none"> • Development and ongoing review of lease register • Negotiation and preparation of commercial leases, licences and tenancies • Assist in resolution of Land Holding Act (LHA) Katter Leases • Advocate for the resolution of Land Holding Act (Katter) leases
9 Infrastructure Development	Governance and Operations	Land Use	Administration of the planning scheme to ensure it meets the needs of current and future community members and accords with QLD legislation	<ul style="list-style-type: none"> • Undertaking amendments if necessary • Provision of technical advice on planning and land use matters
7 Governance and Performance	Governance and Operations	Legal	Ensure Council operations are inline with applicable legislation	<ul style="list-style-type: none"> • Provision of advice to Council and Executive on Local Government Act 2009 and Regulation 2012 requirements • Coordination of legal advice

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7 Governance and Performance	Governance and Operations	Local Laws	Adequate local laws	<ul style="list-style-type: none"> Review current local laws to ensure they are fit for purpose Development of a local law register Development of new or amended Local Laws as required Development of Delegations Register Council to CEO and CEO to Employee to ensure appropriate staff are delegated as Authorised Officers
7 Governance and Performance	Governance and Operations	Performance	Completion of Council action items and strategic plan deliverables	<ul style="list-style-type: none"> Capturing, monitoring and completion of Council and committee action items Monitoring and reporting of Operational Plan and Corporate Plan deliverables and achievements
7 Governance and Performance	Governance and Operations	Public Affairs	An informed Council and Executive	<ul style="list-style-type: none"> Distribution of relevant media articles to ensure Councillors and Executive are informed of relevant issues Development of briefings for Council and Executive on relevant issues applicable to Cape York, Indigenous Local Councils and Aboriginal and Torres Strait Islander peoples.
7 Governance and Performance	Governance and Operations	Publications	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"> Annual Report to be endorsed by Council within one month of certified Financial Statements 1 x 4 page Newsletter every two months Social media uploads Developing social media process and procedures
7 Governance and Performance	Governance and Operations	Publications	Website	<ul style="list-style-type: none"> Website is compliant with Local Government legislation Website is user-friendly and reflects the brand of Council
7 Governance and Performance	Governance and Operations	Records Management	Ensure all documentation is stored in accordance with QLD legislation and best practice	<ul style="list-style-type: none"> Implementation and monitoring of protocol to store Records Implementation and monitoring of enforcement of a protocol for the electronic filing of Records
7 Governance and Performance	Governance and Operations	Risk Register	Responsible management of risks	Generation, implementation and monitoring of Risk Register
7 Governance and Performance	Governance and Operations	Stakeholders	Professional corporate branding	Annual Report to be endorsed by Council within one month of certified Financial Statements

5 Year Corporate Plan Area	Area	Focus	Objective	Key Performance Indicator (KPI)
7 Governance and Performance	Human Resources	Budget	Ensure the Human Resources department operates in line within the allocated budget.	Each quarter actual expenditure and revenue to match budgeted.
1 Economic Development	Human Resources	Community Capacity Building	Provision of capacity building opportunities for community members	<ul style="list-style-type: none"> 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. Collaborating with employment service providers to support both female and male job seekers through: <ul style="list-style-type: none"> * Council placements * Collaboration in Council projects
7 Governance and Performance	Human Resources	Council Culture	Communication and collaboration with employees	<ul style="list-style-type: none"> Promote a collaborative, positive work and corporate environment through development of key procedures, guidelines, staff briefings and team building activities. Develop a performance culture across Council to promote employee effectiveness, professionalism and delivery of outputs
7 Governance and Performance	Human Resources	Employee Capacity Building	A trained workforce and strong governance	<ul style="list-style-type: none"> Develop a training schedule and support employees to engage in training opportunities Develop and implement financial and governance training programs for staff to support financial literacy, budget management, fraud control and decision making 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. Provide training programs to managers to support their management of staff Implement capacity building programs to support staff progressing in Corporate Structure - such as acting arrangements, mentoring and shadowing. With RISE, provide training to job seekers in community (with essential training in literacy, numeracy and basic computer skills) Utilise job seekers in Council projects
7 Governance and Performance	Human Resources	Employee Health	Promote employee health and well-being for a happy and productive workforce	Provision of evidence based health programs for staff, including: <ul style="list-style-type: none"> Quit smoking support Mental health, social and emotional well-being support Stress and anger management programs
7 Governance and Performance	Human Resources	Employee Management	Recruitment and management of staff	<ul style="list-style-type: none"> Roll-out of Human Resource Manual, including recruitment, performance management and performance appraisals Training to staff on Human Resources procedures as detailed in manual
7 Governance and Performance	Human Resources	Employee Performance	Staff performance and retention	<ul style="list-style-type: none"> Updating skills audit to ascertain training needs within organisation Supporting managers in annual performance reviews Review of position descriptions
7 Governance and Performance	Human Resources	Employee Tenancy	Safe accommodation	<ul style="list-style-type: none"> Ensure tenancy agreements are in place for employees Ensure accommodation meets WHS needs in line with budget Work with Grants and Business Development Manager to seek funding to implement WHS requirements for employee housing
7 Governance and Performance	Human Resources	Enterprise Bargaining Agreement (EBA)	Preparation for possible Enterprise Bargaining Agreement (EBA) in 2018/2019	<ul style="list-style-type: none"> Provision of advice to Chief Executive Officer and Council on potential Enterprise Bargaining Agreement (EBA)
9 Infrastructure Development	Human Resources	Staff Housing	Maintain safe and comfortable staff home environments	<ul style="list-style-type: none"> Receive, allocate and program repairs Maintain up to date inventories Ensure houses are equipped with furniture, fittings and equipment
7 Governance and Performance	Human Resources	Work, Health and Safety	A safe working environment	<ul style="list-style-type: none"> Provide training in Work, Health and Safety Supporting a safe and healthy work environment 4 WD driving training provided to staff using 4WD vehicles

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9 Infrastructure Development	Roads, Infrastructure and Essential Services	Air-conditioning	Maintain a comfortable temperature for staff areas	<ul style="list-style-type: none"> • 12 monthly services undertaken • All rectification works are completed in a timely manner • Development of air-conditioning guidelines to maintain comfortable temperature of areas and reduce energy consumption
4 Health, Well-being and Social Justice	Roads, Infrastructure and Essential Services	Animal Management	Promote the health of animals in community to reduce risk to community members	<ul style="list-style-type: none"> • Scheduling regular vet visits for surgical de-sexing and anti-parasite treatment • Provision of training to animal management workers to provide urgent care to animals (for care in-between vet visits) • Development and implementation of Dog, Cat and Horse health programs • Development and implementation of animal health education programs to community members • Working with local shops to ensure stocking of essential pet supplies - anti parasite treatment
7 Governance and Performance	Roads, Infrastructure and Essential Services	Budget	Ensure the Infrastructure, Works and Projects department operates in line within the allocated budget.	Each quarter actual expenditure and revenue to match budgeted.
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Building - New	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"> • Adherence to Work Health and Safety Standards • Quoting and tendering within Government timeframes • Complete works, to a high standard, within approved timeframes • Raising of invoices as soon as works are completed • Utilisation of local workforce • Utilisation of local or regional materials • Architecture in line with "green" building standards and in harmony with traditional design and art • Disability and aged care design considerations • Revenue in line with agreed profit margins
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Building - Repairs and Maintenance	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"> • Receive, allocate and program works within nominated BAS contract timeframes • Timely completion of internal works • Invoice works within 7 days of completion of service • Utilisation of local workforce • Revenue in line with agreed profit margins
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Capital Works	Capital Works Program	Develop a Capital Works program in line with prioritisation and Asset Management Plans
4 Health, Well-being and Social Justice	Roads, Infrastructure and Essential Services	Community Grants	Implement Community Grants policy	<ul style="list-style-type: none"> • Encourage suitable applications to the community grants program • Provide monthly financial reports on Community Grants usage and outcomes
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Corporate Buildings	Maintain safe and comfortable staff work environments	Receive, allocate and program repairs
4 Health, Well-being and Social Justice	Roads, Infrastructure and Essential Services	Environmental Health	Promote the environmental health of community	Development and implementation of Food Safety, Water Sanitation, and Mosquito Control programs
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Fire safety	Reduce fire hazards	<ul style="list-style-type: none"> • 6 and 12 monthly services are undertaken • Rectification works are completed in a timely manner
7 Governance and Performance	Roads, Infrastructure and Essential Services	Fleet	Fit for purpose work vehicles in line with budget restrictions	<ul style="list-style-type: none"> • Review of cost / benefits of leasing versus purchasing • Purchasing vehicles in line with operational requirements and budget • Scheduling of repairs and maintenance (reactive and proactive) • Maintaining vehicle register, including condition assessments • Development of strategy for fleet replacement
2 Environment	Roads, Infrastructure and Essential Services	Lands and Environment	Rangers Program	Protect and strengthen Aboriginal cultural heritage, environment and resource management
2 Environment	Roads, Infrastructure and Essential Services	Parks and Gardens	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"> • Waste removal • Grounds maintenance
7 Governance and Performance	Roads, Infrastructure and Essential Services	Plant	Fit for purpose plant in line with budget restrictions	Develop and implement Plant Management Plan

5 Year Corporate Plan Area	Area	Focus	Objective	Key Performance Indicator (KPI)
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Projects	Coordination of capital works to ensure high-quality projects in line with budget restrictions	<ul style="list-style-type: none"> • Development of Project Management Plans • Tendering for the works in line with Procurement Policy • Ensuring all projects have scope of works and are implemented in accordance with scope of works • Onsite monitoring of works • Works are completed as per Project management Plans • Any alternations to original scope of works are approved by CEO and incorporated within contract
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Roads	Provision of safe and fit for purpose roads	Repair and maintenance of roads in accordance with budget restrictions.
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Sewerage	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	Roads, Infrastructure and Essential Services	Town Planning	Safe, happy, green and healthy community town planning	<ul style="list-style-type: none"> • 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) • Ensuring community spaces are well-lit, and are in line with situational crime prevention best practice. • Utilising the latest technologies where resources allow • Provision of basic amenities such as food shops, market gardens, laundromats, library • Ensuring any new infrastructure is in line with best practice • Designing infrastructure using traditional design and incorporating local art
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Waste	Provision of fit-for-purpose waste services	<ul style="list-style-type: none"> • Maintain and develop waste systems and plan for community needs that meet all licensing requirements • Promote recycling to reduce waste creation • Investigate funding opportunities and advocate for: <ul style="list-style-type: none"> *replacement rubbish truck * 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 * automatic filtration and flow meter install at sewage treatment ponds * oval dam automatic automation
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Water	Dump Site	With EMGO propose location of new Dump Site
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Water	Provision of fit for purpose water services	Maintain and develop water systems and plan that meet all licensing requirements Advocate for urgent water infrastructure repair and maintenance to provide water security for current and future community needs.
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Water	Essential Services	Ensure compliance with relevant legislation: Independent review of our water customer services standards: Drinking water Asset Management Plan Drinking water Drought Management Plan Drinking Water Contingency Plan Drinking Water Cyber Security Risk Assessment Drinking Water SCADA Governance Policy
9 Infrastructure Development	Roads, Infrastructure and Essential Services	Water	Essential Services	Annual review of drinking water quality management plan