



# **Cloncurry Shire Council Operational Plan 2021-22**



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## Introduction

### Purpose of the Operational Plan

The annual Operational Plan sets out the activities that Council will undertake during the year to deliver the outcomes of the Corporate Plan. The deliverables in the Operational Plan inform the budget for the relevant financial year.

Together the following integrated documents form the local government's system of financial management:

- Corporate Plan 2021-26 incorporating community engagement.
- Long-term asset management plan and long-term financial forecast.
- 2021-22 annual budget and annual Operational Plan.

The Chief Executive Officer must present a written quarterly progress report to Council outlining progress towards implementing the annual Operational Plan. Council may amend the Operational Plan during the year by resolution.

### How we manage risk

The annual Operational Plan must state how operational risks are managed. Council manages risk through various instruments and frameworks, each of which has a governance regime to implement, monitor, review, and report on the various risks we face and how they are being mitigated. The requirements to manage these instruments and frameworks are outlined in the Operational Plan, with timeframes and accountabilities detailed throughout. Some of the key risk management instruments and frameworks are identified below.

Framework	Purpose
<b>Asset Management Plans</b>	Council's asset management plans ensure Council plans for the future maintenance, renewal and replacement of assets, as well as the implications of upgrades and new asset acquisitions.
<b>Business Continuity Plan</b>	Addresses the risks associated with continuation of the business of council in the case of a business disruption event.
<b>Strategic and Operational Risk Register</b>	Lists the various risks to Council's business, with mitigating strategies.
<b>Insurance</b>	Council maintains a wide-range of insurances (PL, PI, LGW, Cyber, project-based) to mitigate against the risks Council faces in day-to-day and project-specific activities.
<b>Internal Audit</b>	Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.
<b>Audit Committee</b>	Section 105 of the <i>Local Government Act 2009</i> requires Council to establish an Audit Committee to monitor and review the integrity of financial documents; the internal audit function; and the effectiveness and objectivity of the local government's internal auditors.
<b>External Audits</b>	The external audit provides independent assurance that Council's annual financial statements are reliable and comply with prescribed requirements. It is primarily a financial audit which assesses Council's internal control framework and focuses on the material components of council's financial statements and how significant financial reporting risks have been dealt with by management.
<b>Project Assessment Framework</b>	Council utilises the QTC and Building Queensland project assessment frameworks to drive consistency and best practice in project selection and development.

<b>Local Disaster Management Plan and Emergency Action Plans</b>	Addresses risks associated with natural disasters as well as specific risks associated with dam infrastructure.
<b>Fraud Risk Framework</b>	Comprises a fraud and corruption control plan and associated supporting documents including a fraud risk register to mitigate the risk of fraud and corruption within and against the Council.
<b>Training and Development</b>	Council invests in the training and development of its staff to ensure staff are aware of the risks associated with their roles and are equipped to manage and mitigate these risks.

# Investing in our Communities, People & Lifestyle

Our family-friendly Shire and supportive community spirit are underpinned by sustainable facilities and institutions that promote positive community, health, educational, and recreational outcomes.

Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
Council facilitates the development of the Cloncurry Health Vision strategy and actively supports the delivery of the objectives elaborated within.	<b>HEALTH &amp; AGED CARE SERVICES</b> Council in conjunction with local health service providers shares a common commitment to providing quality health and wellbeing services and facilities to the community. Council evidences this commitment in a number of ways, including: lobbying and advocacy efforts, administrative support, direct financial support, subsidisation of services, provision of aged-care housing and so on.	<ul style="list-style-type: none"> <li>• % implementation of Health Vision.</li> <li>• Support for GP clinic.</li> </ul>	Director Community Services	Quarterly
Council supports, through direct investment or through facilitation and advocacy, childcare, and Out of School Hours Care services in Cloncurry.	<b>CHILDCARE SERVICES</b> Childcare services are over-subscribed in Cloncurry. Access to these services impacts on population attraction and retention. On that basis, any investment to reduce the waiting list by increasing capacity has the potential to deliver positive impacts for population retention/attraction.	<ul style="list-style-type: none"> <li>• Council reduces waiting list numbers through appropriate staff and infrastructure investments.</li> </ul>	Director Community Services	Quarterly
	<b>CHILDCARE SERVICES</b> Council aspires toward achieving and maintaining a rating of "Meeting" or "Exceeding" the National Quality Standard across the seven (7) quality areas.	<ul style="list-style-type: none"> <li>• Council receives a "Meeting" or "Exceeding" rating for the Curry Kids Early Learning Centre.</li> </ul>	Director Community Services	Annually
	<b>OUT OF SCHOOL HOURS CARE</b> Survey responses have consistently shown high levels of interest in the provision of vacation care in Cloncurry, identifying this service as impacting on population attraction and retention.	<ul style="list-style-type: none"> <li>• Council supports vacation care services in Cloncurry for 2021-22.</li> <li>• Council supports after school care services in Cloncurry for 2021-22.</li> </ul>	Director Community Services	Annually
Council supports, through direct investment or through facilitation and advocacy, the services, facilities and clubs that enable and encourage participation in sport and recreational activities and events.	<b>SPORT &amp; RECREATION</b> Council invests in a wide-range of sport and recreation assets and funds a wide-range of sport and recreation activities. This investment is aimed at promoting community well-being and in maintaining/enhancing the liveability of our community.	<ul style="list-style-type: none"> <li>• Complete tender process and award contract for management of the Cloncurry Swimming Pool.</li> </ul>	Director Infrastructure and Environment	Annually
	<b>SPORT &amp; RECREATION</b> Council invests in a wide-range of sport and recreation assets and funds a wide-range of sport and recreation activities. This investment is aimed at promoting community well-being and in maintaining/enhancing the liveability of our community.	<ul style="list-style-type: none"> <li>• Development and implementation of a 5-year Sport &amp; Recreation Strategy to coincide with the 2021-26 Corporate Plan.</li> </ul>	Director Community Services	Quarterly
	<b>SPORT &amp; RECREATION   TOURISM</b> Council, individually, and as a member of the Outback Queensland Tourism Association is constantly looking to build the tourism profile of the area. This includes building the profile of signature destinations such as Corella Dam and the Chinaman Creek Dam.	<ul style="list-style-type: none"> <li>• Secure relevant tenure (freehold and reserve) over Corella Dam/Clem Walton Park.</li> </ul>	Chief Executive Officer	Annually
	<b>SPORT &amp; RECREATION   TOURISM</b> Council, individually, and as a member of the Outback Queensland Tourism Association is constantly looking to build the tourism profile of the area. This includes building the profile of signature destinations such as Corella Dam and the Chinaman Creek Dam.	<ul style="list-style-type: none"> <li>• Completion of phase 1 of Chinaman Creek Dam Reserve Upgrade.</li> <li>• Completion of path from town to Chinaman Creek Dam.</li> </ul>	Director Projects	Annually
	<b>LIBRARY SERVICES &amp; GALLERY</b> The Bob McDonald Library provides a range of important services to the community of Cloncurry as well as to those visitors passing through the town. The library provides access to an online catalogue of 300,000 titles as well as to a wide range of State and Local Government collections, access to the internet, delivery of the First Five Forever program and other initiatives and activities.	<ul style="list-style-type: none"> <li>• First Five Forever Program delivered.</li> <li>• Longitudinal data on membership and usage developed.</li> </ul>	Director Community Services	Monthly

	<p><b>REGIONAL ARTS &amp; DEVELOPMENT FUND (RADF)</b>  The RADF promotes the role and value of arts, culture and heritage as key drivers of diverse and inclusive communities and strong regions. RADF invests in local arts and cultural priorities, as determined by local communities, across Queensland.</p>	<ul style="list-style-type: none"> <li>• Council delivers RADF program in line with program guidelines and Committee terms and conditions.</li> </ul>	Director Community Services	Quarterly
Council delivers and sponsors the delivery of a range of events that appeal to locals and visitors.	<p><b>EVENTS - COUNCIL</b>  The delivery of events has a direct impact on community well-being and liveability. In sponsoring Council events and in granting assistance to events hosted by community groups, Council is able to promote the benefits described above.</p>	<ul style="list-style-type: none"> <li>• Council budgets for and delivers the following events: Beat the Heat, Anzac Day, Australia Day and other events of National/Local significance.</li> </ul>	Director Community Services	Monthly
	<p><b>EVENTS - COMMUNITY</b>  The delivery of events has a direct impact on community well-being and liveability. In sponsoring Council events and in granting assistance to events hosted by community groups, Council is able to promote the benefits described above.</p>	<ul style="list-style-type: none"> <li>• Council budgets for and supports community events in line with relevant policies (e.g., Grants to Community Organisations).</li> </ul>	Director Community Services	Monthly

# Strengthening Our Economy & Supporting Growth

Our local economy is built upon its strengths. Innovation and good planning support prosperity in existing businesses, attracts new businesses and maximises opportunity for local employment.

Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
Council secures positive outcomes for the Shire or leverages its memberships in key organisations to drive positive outcomes for the Shire and the region.	<b>ADVOCACY</b> There are many areas over which Council exercises direct control and a host of other areas where Council needs to engage in lobbying/advocacy activity in order to secure better outcomes for Cloncurry and for North West Queensland.	<ul style="list-style-type: none"> <li>Value derived from memberships and delegations.</li> </ul>	Mayor Elected Members	Monthly
Council supports the development of competitive local business and industry in line with Council's Economic Development Strategy and in accordance with relevant regional and state-wide strategies.	<b>DEVELOPMENT OF COMPETITIVE LOCAL BUSINESS &amp; INDUSTRY</b> The sound contracting principles (s104 of the <i>Local Government Act 2009</i> ) identify the development of competitive local business and industry as one of the core principles of procurement and contracting for local governments	<ul style="list-style-type: none"> <li>Maintain registers of preferred and/or pre-qualified suppliers for: Trades &amp; Services, Plant Hire, Quarry Materials.</li> </ul>	Director Corporate Services	Quarterly
	<b>LOCAL BUSINESS - LOCAL BUSINESS NETWORK</b> Cloncurry's Local Business Network provides valuable insights to Council on needs and opportunities for local businesses in the Shire.	<ul style="list-style-type: none"> <li>Provide secretarial support to LBN and attend all meetings.</li> <li>Council supports (directly/indirectly) a range of events and initiatives (e.g., Buy Local) aimed at building the sustainability, resiliency, efficiency, capability of local businesses.</li> </ul>	Director Community Services	Quarterly
	<b>LAND SALES - INDUSTRIAL</b> Council is seeking to sell the final six (6) of seventeen (17) fully serviced Industrial lots in Cloncurry. <a href="https://www.cloncurry.qld.gov.au/downloads/file/1191/industrial-estate-brochure-current">https://www.cloncurry.qld.gov.au/downloads/file/1191/industrial-estate-brochure-current</a>	<ul style="list-style-type: none"> <li>Re-valuation of balance of Industrial Lots (Stage 1).</li> <li>Sale of balance of Industrial Lots (Stage 1).</li> </ul>	Chief Executive Officer	Quarterly
Council invests directly in, or supports through lobbying and advocacy efforts, the continued improvement of digital connectivity in Cloncurry and the region.	<b>DIGITAL CONNECTIVITY</b> Improved digital connectivity, reliability, speeds and data availability will be key drivers of economic development and liveability within the region. To facilitate the benefits these improvements can bring, Council is committed to supporting investments in this technology (either directly or through lobbying/advocacy efforts).	<ul style="list-style-type: none"> <li>Support initiatives that improve digital connectivity, speed, data and reliability, including the Cloncurry to Normanton Telecommunications Corridor, the Cloncurry to Dajarra Telecommunications Corridor, the Quamby RT project, the Sally Creek RT project, the Dajarra 4GX project and the Corella Dam 4GX project.</li> </ul>	Chief Executive Officer	Annually
Council's business units are commercially viable (Cloncurry Saleyards, Cloncurry Aerodrome, Curry Kids Early Learning Centre).	<b>CLONCURRY SALEYARDS</b> Cloncurry Saleyards is the second-largest cattle handling facility in Queensland and third largest in Australia. The Cloncurry Saleyards offers inspection, dipping and NLIS services for the 300,000 head passing through the area each year.	<ul style="list-style-type: none"> <li>Completion of Saleyards Precinct Master Plan.</li> <li>Acquisition of Lot 1 on MPH34615.</li> <li>Facility hosts bull sale in April 2022.</li> </ul>	Director Projects	Annually
		<ul style="list-style-type: none"> <li>No. of head of cattle.</li> <li>Profitability of Saleyards.</li> </ul>	Director Corporate Services	Monthly
Council and key stakeholders promote Cloncurry as a tourism destination, driving investments in new businesses, (events and facilities) and generating	<b>TOURISM - VISITOR INFORMATION CENTRE &amp; MARY KATHLEEN PARK</b> Council's Unearthed Visitor Information Centre and Mary Kathleen Park are key points of contact for all tourists visiting the Shire and tourism destinations in their own right (museum, historical park, playground).	<ul style="list-style-type: none"> <li>Visitor numbers</li> <li>Merchandise sales</li> <li>Completion of masterplan for Mary Kathleen Park (February)</li> </ul>	Director Community Services	Monthly

new revenue streams for existing businesses.	<b>TOURISM - JOHN FLYNN PLACE</b> John Flynn Place honours an Australian visionary and those who joined his campaign for better living conditions in remote Australia. The museum recounts an era of technological advance when aviation and radio overcame the isolation of vast tracts of the continent.	<ul style="list-style-type: none"> <li>• Visitor numbers.</li> <li>• Merchandise sales.</li> </ul>	Director Community Services	Monthly
	<b>TOURISM</b> Council's commitment to developing tourism opportunities in Cloncurry is facilitated by the continued upkeep and maintenance of existing facilities (John Flynn Place, Unearthed VIC, construction of new tourism infrastructure (see Priority Projects and Initiatives), support for ICT upgrade, hosting of signature events and through membership in the Outback Queensland Tourism Association.	<ul style="list-style-type: none"> <li>• Review and update to Tourism Strategy.</li> <li>• % implementation of Tourism Strategy.</li> <li>• Completion of Priority Projects as these relate to Tourism.</li> <li>• OQTA membership.</li> </ul>	Director Community Services	Monthly
Council supports and invests in opportunities that promote economic diversification and a broadening of the Shire and the region's economic base.	<b>ECONOMIC DIVERSIFICATION - IRRIGATED AGRICULTURE</b> Council is seeking to progress an irrigated agriculture project in Cloncurry to demonstrate the potential and the viability of agricultural diversification in the Shire.	<ul style="list-style-type: none"> <li>• Trial cropping project commenced and completed (or abandoned, subject to water access/price).</li> </ul>	Director Projects	Quarterly
	<b>ECONOMIC DIVERSIFICATION - FILM &amp; TV</b> Following on from the 2021 benefits associated with hosting a major television production in Cloncurry, Council will explore opportunities to attract similar investments to the Shire in the future. In doing so, the aims are to stimulate economic activity, diversify economic activity and to showcase Cloncurry.	<ul style="list-style-type: none"> <li>• No. and success of advocacy efforts to attract film and TV production to Cloncurry.</li> <li>• Return on Investment.</li> </ul>	Chief Executive Officer	Quarterly



# Building and Maintaining Our Infrastructure

Our infrastructure is strategically planned and well maintained to ensure the delivery of quality services to our community and to facilitate growth opportunities where viable.

Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
Council develops, implements and maintains an effective and compliant asset management framework.	<b>ASSET CONDITION ASSESSMENTS</b> Asset condition assessments: to ensure the valuation of Council assets is accurate and to ensure asset management is based on sound and up-to-date information, it is essential that Council has an awareness of asset conditions.	<ul style="list-style-type: none"> <li>• Council develops an asset condition assessment plan with associated budget (e.g., for culverts, bridges, sporting facilities etc.).</li> <li>• Asset condition assessments are completed in line with Asset Condition Assessment Plan.</li> <li>• AMPs updated as required.</li> </ul>	Director Infrastructure and Environment	Quarterly
	<b>ASSET VALUATIONS</b> Asset valuations and revaluations: to ensure accurate knowledge about Council's assets and to ensure the integrity of Council's financial management planning, modelling and reporting, it is essential that Council has accurate data on the value of its assets.	<ul style="list-style-type: none"> <li>• Completion of desktop asset revaluation in 2021-22.</li> </ul>	Director Corporate Services	Annually
	<b>ASSET REGISTER</b> Section 105(4)(b)(ii) of the <i>Local Government Act 2009</i> requires that Council maintains an asset register. Section 180 of the <i>Local Government Regulation 2012</i> requires that non-current physical assets are to be recorded on the register.	<ul style="list-style-type: none"> <li>• Asset register established, updated and maintained in line with asset acquisitions, disposals etc.</li> </ul>	Director Corporate Services	Ongoing
	<b>ASSET MANAGEMENT STRATEGY &amp; POLICY</b> The development and implementation of an asset management policy and strategy is a crucial component of Council's Asset Management Framework.	<ul style="list-style-type: none"> <li>• Asset Management Strategy reviewed.</li> <li>• Asset Management Policy reviewed.</li> </ul>	Chief Executive Officer	October
	<b>ASSET MANAGEMENT PLANS</b> The development and implementation of asset management plans are an important part of Council's Asset Management Framework.	<ul style="list-style-type: none"> <li>• Asset Management Plans reviewed annually for the following asset classes: transport, water supply, sewer, buildings and other structures.</li> <li>• AMPs inform operational, maintenance, renewal, upgrade, acquisition and disposal decisions.</li> </ul>	Director Infrastructure and Environment	November
	<b>TRANSPORT INFRASTRUCTURE - RMPC - TRAFFIC MANAGEMENT REGISTRATION SCHEME</b> Council is required to be registered under the Traffic Management Registration Scheme in order to complete work under the RMPC.	<ul style="list-style-type: none"> <li>• Council maintains its Traffic Management Registration Scheme Status (TMRS) to work on State-controlled Roads.</li> </ul>	Director Infrastructure and Environment	July
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements.	<b>PLANT AND FLEET</b> Council maintains plant and fleet to enable the delivery of key services to the community. This includes civil construction work, maintenance of parks, gardens and recreation, administrative services and so on.	<ul style="list-style-type: none"> <li>• 1, 3, 6-year plant replacement program developed and delivered.</li> <li>• Development and implementation of plant/fleet maintenance program.</li> <li>• Council benchmarks plant utilisation against sector and industry standards.</li> </ul>	Director Infrastructure and Environment	March
	<b>ASSET &amp; PROJECT - MASTERPLANNING</b> To ensure good decisions are made, Council is committed to good planning processes. This includes adherence to project assessment and project delivery frameworks for major projects.	<ul style="list-style-type: none"> <li>• Masterplan completed for Cloncurry Works Depot.</li> <li>• John Flynn Place Development progresses through selected Project Assessment Framework.</li> <li>• Masterplan for Cloncurry Airport, including lighting and drainage infrastructure.</li> <li>• Masterplan and detailed design completed for Cloncurry Saleyards.</li> <li>• Renewable Energy options analysis.</li> <li>• Perkins Street Subdivision.</li> </ul>	Director Projects	Quarterly

	<p><b>TRANSPORT - MAINTENANCE</b> Council's transport network includes rural roads, bridges, stormwater infrastructure (culverts, causeways, drainage), town streets, aerodrome runways and taxiways, footpaths and cycle paths.</p>	<ul style="list-style-type: none"> <li>• Develop 1, 3, 5-year maintenance and operations program for Transport Infrastructure.</li> <li>• Deliver 2021-22 maintenance and operations program for Transport Infrastructure.</li> </ul>	Director Infrastructure and Environment	March
	<p><b>TRANSPORT - CAPEX</b> Council's transport network includes rural roads, bridges, stormwater infrastructure (culverts, causeways, drainage), town streets, aerodrome runways and taxiways, footpaths and cycle paths.</p>	<ul style="list-style-type: none"> <li>• Develop 1, 3, 5-year CapEx program for Transport Infrastructure.</li> <li>• Deliver 2021-22 CapEx program for Transport Infrastructure.</li> </ul>	Director Infrastructure and Environment	March
	<p><b>WATER SUPPLY &amp; TREATMENT - MAINTENANCE</b> Council provides a drinking water service in Cloncurry and non-potable water services in Dajarra, Kjabbi and Malbon.</p>	<ul style="list-style-type: none"> <li>• Develop 1, 3, 5-year maintenance and operations program for Water, including maintenance of drainage channels through town</li> <li>• Deliver 2021-22 maintenance and operations program for Water.</li> </ul>	Director Infrastructure and Environment	March
	<p><b>WATER SUPPLY &amp; TREATMENT - CAPEX</b> Council provides a drinking water service in Cloncurry and non-potable water services in Dajarra, Kjabbi and Malbon.</p>	<ul style="list-style-type: none"> <li>• Develop 1, 3, 5-year CapEx program for Water.</li> <li>• Deliver 2021-22 CapEx program for Water.</li> </ul>	Director Infrastructure and Environment	March
	<p><b>SEWER - MAINTENANCE &amp; OPERATIONS</b> Council provides sewage treatment services in Cloncurry and Dajarra in line with its Environmental Authority. Maintaining these services to an acceptable standard is core Council business.</p>	<ul style="list-style-type: none"> <li>• Develop 1, 3, 5-year maintenance and operations program for Sewer.</li> <li>• Deliver 2021-22 maintenance and operations program for Sewer.</li> </ul>	Director Infrastructure and Environment	March
	<p><b>SEWER - CAPEX</b> Council provides sewage treatment services in Cloncurry and Dajarra in line with its Environmental Authority. Maintaining these services to an acceptable standard is core Council business.</p>	<ul style="list-style-type: none"> <li>• Develop 1, 3, 5-year CapEx program for Sewer.</li> <li>• Deliver 2021-22 CapEx program for Sewer.</li> </ul>	Director Infrastructure and Environment	March
	<p><b>WASTE MANAGEMENT - MAINTENANCE &amp; OPERATIONS</b> Council provides waste management services (kerbside collection) and waste management facilities in Cloncurry and Dajarra.</p>	<ul style="list-style-type: none"> <li>• Develop 1, 3, 5-year maintenance and operations program for Waste Management.</li> <li>• Deliver 2021-22 maintenance and operations program for Waste Management.</li> </ul>	Director Infrastructure and Environment	March
	<p><b>WASTE MANAGEMENT - CAPEX</b> Council will be embarking on a range of renewal, upgrade and rehabilitation activities at its waste management facilities from 2021.</p>	<ul style="list-style-type: none"> <li>• Develop 1, 3, 5-year CapEx program for Waste Management.</li> <li>• Deliver 2021-22 CapEx program for Waste Management.</li> </ul>	Director Infrastructure and Environment	March
	<p><b>BUILDINGS AND OTHER STRUCTURES - MAINTENANCE &amp; OPERATIONS</b> Council's Buildings and Other Structures include sport and recreation facilities (playgrounds, sports fields, swimming pool), buildings (halls, sheds, kiosks, workshops), business units (saleyards, early learning centre), housing, fencing and so forth. Maintaining and operating these assets efficiently and effectively is key to providing quality services to the community.</p>	<ul style="list-style-type: none"> <li>• Develop 1, 3, 5-year maintenance program for Council-owned Housing and Accommodation</li> <li>• Turf maintenance program developed for Sport and Recreation grounds</li> <li>• Develop 1, 3, 5-year maintenance program for Buildings and Other Structures.</li> <li>• Deliver 2021-22 maintenance program for Buildings and Other Structures.</li> </ul>	Director Infrastructure and Environment	March
	<p><b>TRANSPORT INFRASTRUCTURE - RMPC - RATES</b> The Road Maintenance and Performance Contract provides for Local Government staff to work on State-controlled roads. In the Cloncurry Shire, the RMPC contract is relevant to the following roads: (7708) Cloncurry to Dajarra Road – Chainages 0 to 169.08 (15A) Barkly Highway – Chainage 0 to .2.218 (14E) Mcllwraith Street and Ramsay Street (Flinders Highway) – Chainages 134.135 to 136.83</p> <p>It is crucial to get the rates correct for this contract to ensure that Council does not incur a loss when completing works under the contract.</p>	<ul style="list-style-type: none"> <li>• Annual review of RMPC (Road Maintenance Performance Contract) rates completed and endorsed.</li> </ul>	Director Infrastructure and Environment	March

	<p><b>TRANSPORT INFRASTRUCTURE - RMPC - DELIVERY</b> The Road Maintenance and Performance Contract provides for Local Government staff to work on State-controlled roads. In the Cloncurry Shire, the RMPC contract is relevant to the following roads: (7708) Cloncurry to Dajarra Road – Chainages 0 to 169.08. (15A) Barkly Highway – Chainage 0 to .2.218. (14E) Mcllwraith Street and Ramsay Street (Flinders Highway) – Chainages 134.135 to 136.83.</p>	<ul style="list-style-type: none"> <li>• RMPC delivered in accordance with contract.</li> <li>• Council receives monthly progress updates.</li> </ul>	Director Infrastructure and Environment	Monthly
	<p><b>TRANSPORT INFRASTRUCTURE - TIDS</b> The Department of Transport and Main Roads provides TIDS funding to Councils to assist in road maintenance and upgrade projects.</p>	<ul style="list-style-type: none"> <li>• All TIDS (Transport Infrastructure Development Scheme) projects meet eligibility, time, quality, budget and reporting requirements.</li> <li>• Council receives monthly progress updates.</li> </ul>	Director Infrastructure and Environment	Monthly
	<p><b>TRANSPORT INFRASTRUCTURE - R2R</b> The Department of Infrastructure and Regional Development provides R2R funding to Councils to assist in transport infrastructure maintenance and upgrade projects.</p>	<ul style="list-style-type: none"> <li>• All Roads 2 Recovery (R2R) projects meet eligibility, time, quality, budget and reporting requirements.</li> <li>• Council receives monthly progress updates.</li> </ul>	Director Infrastructure and Environment	Monthly
	<p><b>TRANSPORT INFRASTRUCTURE - DRFA - PROJECT MANAGEMENT</b> The DRFA is a joint Commonwealth and State Government arrangement that provides a diverse range of funding relief measures following an eligible disaster. Activation, eligibility and funding/expenditure requirements are outlined in the Queensland Disaster Relief and Recovery Guidelines.</p>	<ul style="list-style-type: none"> <li>• Procurement for DRFA (Disaster Recovery Funding Arrangements) project management services initiated, scoped, progressed and completed.</li> </ul>	Director Infrastructure and Environment	Monthly
	<p><b>TRANSPORT INFRASTRUCTURE - DRFA - PROJECT/PROGRAM DELIVERY</b> The DRFA is a joint Commonwealth and State Government arrangement that provides a diverse range of funding relief measures following an eligible disaster. Activation, eligibility and funding/expenditure requirements are outlined in the Queensland Disaster Relief and Recovery Guidelines.</p>	<ul style="list-style-type: none"> <li>• All DRFA projects are compliant with regard to eligibility, time, cost, quality and reporting requirements.</li> <li>• Council receives monthly progress updates.</li> </ul>	Director Infrastructure and Environment	Monthly
	<p><b>ROAD USE AGREEMENTS / REGULATION OF HEAVY VEHICLES</b> The Mineral Resources Act provides for the entry into Road Use Agreements where &gt;10,000t of relevant material is to be hauled on a Local Government Controlled Road.</p>	<ul style="list-style-type: none"> <li>• Road Use Agreement (RUA) signed where &gt;10,000t of relevant material is carted on a local controlled road.</li> <li>• NHVR permits/licences reviewed as and when required.</li> <li>• Road openings/closures have regard to GVM.</li> <li>• Annual review of RUAs .</li> </ul>	Director Infrastructure and Environment	Ongoing
Council identifies opportunities and leverages funding to build more resilient infrastructure.	<p><b>TRANSPORT INFRASTRUCTURE - DRFA - BETTERMENT PROJECTS</b> Council occasionally has an opportunity to access external funding to build more robust infrastructure via the Disaster Relief and Recovery Arrangements Betterment Program. These projects aim to make regularly impacted assets more resilient, reducing future recovery/restoration costs.</p>	<ul style="list-style-type: none"> <li>• Council develops and maintains list of Betterment projects.</li> <li>• Council will not be in a position to secure Betterment Funding in 2021-22 as there was no disaster activation for 2021.</li> </ul>	Director Infrastructure and Environment	Ongoing
Council invests in projects and initiatives that improve efficiencies in service delivery while achieving the same or a higher level of service.	<p><b>GEOGRAPHIC INFORMATION SYSTEMS (GIS)</b> GIS is a powerful tool for visually representing data. It has the potential to provide Council and community members with access to useful information to assist in decision making.</p>	<ul style="list-style-type: none"> <li>• Implementation of MapInfo project.</li> <li>• Council's Geographic Information System (GIS) is up to date, containing: all relevant asset layers, gravel pit information, CH clearance information, rateable property information, leases and licences, as-constructed drawings etc.</li> </ul>	Director Infrastructure and Environment	Ongoing

	<p><b>BUSINESS SYSTEMS &amp; APPLICATIONS - ASSET MANAGEMENT</b>  Council is looking to develop its asset management capabilities through the adoption of an asset management system that integrates with Council's other business systems (finance, records, GIS), allows for asset data capture (on any device, anywhere, anytime), assists in maintenance planning/scheduling and improves Council reporting on assets.</p>	<ul style="list-style-type: none"> <li>• Implementation of Assetic (from Q3).</li> </ul>	Director Infrastructure and Environment	June
	<p><b>FINANCIAL REPORTING - EXPENDITURE BY ASSET CLASS</b>  To ensure visibility over operational costs and to review the impact of efficiency measures, it is important that the organisation clearly captures and reviews these costs.</p>	Monthly finance report details operational expenditure by asset class (water, wastewater, waste, buildings and facilities etc.).	Director Corporate Services	Monthly

# Valuing Our Environment

Our natural resources are valued, our cultural heritage is protected, and our landscape amenity is improved.

Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
Local government biosecurity plans bring together all sectors of the local community to manage invasive plants and animals. They ensure resources are targeted at the highest priority pest management activities, and those most likely to succeed.	<b>BIOSECURITY PLAN</b> Council is required to adopt a Biosecurity Plan under the <i>Biosecurity Act 2014</i> . This Plan will be developed in association with Biosecurity Queensland and a range of key local stakeholders.	<ul style="list-style-type: none"> <li>• Adopt Budget to enable required actions under the Biosecurity Plan 2019-23.</li> <li>• % implementation of Biosecurity Plan (Action Plan).</li> </ul>	Director Infrastructure and Environment	Quarterly
Council's waste reduction, waste management and recycling activities and initiatives promote improved environmental outcomes for the Shire and the region.	<b>WASTE MANGEMENT - WASTE REDUCTION &amp; RECYCLING PLAN</b> The <i>Waste Reduction and Recycling Act 2011</i> requires that Local Governments prepare, adopt and implement a Waste Reduction and Recycling Plan (s121-125), that Local Governments review their Plan every three years (s126) and that they amend where necessary (s127).	<ul style="list-style-type: none"> <li>• Adopt/Review/Amend Waste Reduction &amp; Recycling Plan (including Site Based Management Plans).</li> <li>• Implement Waste Reduction &amp; Recycling Plan.</li> <li>• Review Waste Reduction &amp; Recycling Plan.</li> <li>• Amend Waste Reduction &amp; Recycling Plan.</li> </ul>	Director Infrastructure and Environment	Quarterly
	<b>WASTE MANAGEMENT - ENVIRONMENTAL AUTHORITY (EA)</b> Environmental authorities for waste management operations (and their associated operating conditions) are largely determined by volume of waste received and type of waste received. Council needs to review its operations and amend its EA where volume and/or type of waste received push Council into a different EA category.	<ul style="list-style-type: none"> <li>• Review and amend Environmental Authority for waste management in Cloncurry as required (e.g., to ensure volumetric requirements are met).</li> </ul>	Director Infrastructure and Environment	Quarterly
	<b>WASTE MANAGEMENT - OPERATIONS</b> Council's Environmental Authority requires that Council undertake a range of monitoring and reporting activities in relation to waste management activities. This includes requirements around monitoring of ground water, tracking volumes and types of waste received, provision of annual reporting and so on.	<ul style="list-style-type: none"> <li>• Council creates a compliance program for all waste management monitoring and reporting requirements.</li> <li>• Council budgets for and meets all monitoring and reporting requirements associated with its EA for waste management.</li> <li>• Council develops and maintains longitudinal data sets for all monitoring and reporting activities in line with the EA and other reporting requirements.</li> </ul>	Director Infrastructure and Environment	Monthly
	<b>WASTE MANAGEMENT COMPLIANCE - RECEIPT OF REGULATED WASTE</b> Under Queensland's environmental protection legislation waste handlers are required to submit waste tracking information to the Department of Environment and Science (the department) as part of the system for tracking waste types as listed in Schedule 11 of the <i>Environmental Protection Regulation 2019</i> .	<ul style="list-style-type: none"> <li>• Council develops and implements a system to manage waste tracking for regulated waste streams (e.g., batteries, tyres etc.).</li> <li>• Council meets all requirements in relation to waste tracking certificates.</li> </ul>	Director Infrastructure and Environment	Monthly

Council's utility services are efficient, effective and compliant with the Environmental Authorities and other regulatory instruments that govern these services.	<p><b>SEWERAGE TREATMENT - MONITORING REQUIREMENTS</b> Council operates under an Environmental Authority in delivering wastewater services. It is important that Council is aware of, and meets its responsibilities under this authority, including those in relation to monitoring of inputs, outputs and impacts and in relation to reporting: reporting of non-compliances, submission of SWIM data and so forth.</p>	<ul style="list-style-type: none"> <li>• Budget for and establish a compliant Monitoring Program for sewer treatment services in Cloncurry and Dajarra.</li> <li>• Develop and maintain longitudinal datasets for all monitored parameters.</li> <li>• Budget for and establish a compliant Reporting Program for sewer treatment operations in Cloncurry and Dajarra.</li> <li>• Complete and submit all monthly, quarterly and annual reporting in line with the Reporting Program.</li> </ul>	Director Infrastructure and Environment	Quarterly
	<p><b>DRINKING WATER QUALITY MANAGEMENT PLAN</b> Sections 92-101 of the <i>Water Supply (Safety and Reliability) Act 2008</i> requires that all drinking water service providers (such as Council) must prepare a Drinking Water Quality Management Plan. The Act also requires that Council review, amend where necessary and report on the implementation of the DWQMP.</p>	<ul style="list-style-type: none"> <li>• Compliance with DWQMP reporting, reviewing and auditing requirements.</li> <li>• Council prepares an adequate budget to ensure the implementation of the Risk Management Improvement Plan and to address improvement activities recommended by 3rd Party Audit.</li> </ul>	Director Infrastructure and Environment	Quarterly
	<p><b>CLONCURRY WATER TREATMENT - MONITORING &amp; REPORTING REQUIREMENTS</b> Council, as a drinking water service provider under the <i>Water Supply (Safety and Reliability Act) 2008</i>, is responsible for providing safe and reliable drinking water. As part of this responsibility, Council is required to conduct routine monitoring on drinking water quality and to forward/publish these reports to the regulator and to other stakeholders. It is also a requirement that Council publishes its Customer Service Standards for provision of drinking water services (per s115 of the <i>Water Supply Act 2008</i>).</p>	<ul style="list-style-type: none"> <li>• Establish and review Customer Service Standards.</li> <li>• Budget for and establish a compliant Monitoring Program for water treatment services in Cloncurry.</li> <li>• Develop and maintain a longitudinal dataset for all monitored parameters.</li> <li>• Budget for and establish a compliant Reporting Program for water treatment operations in Cloncurry.</li> <li>• Complete and submit all monthly, quarterly and annual reporting in line with the Reporting Program, including the submission of SWIM data.</li> </ul>	Director Infrastructure and Environment	Monthly
	<p><b>DAJARRA WATER TREATMENT - REPORTING REQUIREMENTS</b> Council is in the process of transitioning the Dajarra non-potable water supply scheme to a drinking water supply scheme.</p>	<ul style="list-style-type: none"> <li>• Budget for and establish a compliant Monitoring Program for water treatment services in Dajarra (as if the Dajarra Scheme were a Scheme registered for the supply of drinking water).</li> <li>• Develop and maintain longitudinal dataset for all monitored parameters.</li> <li>• Budget for and establish a compliant Reporting Program for water treatment operations in Dajarra (as if the Dajarra Scheme were a Scheme registered for supply of potable/treated water).</li> <li>• Complete and submit all monthly, quarterly and annual reporting in line with the Reporting Program, including the submission of SWIM data.</li> </ul>	Director Infrastructure and Environment	Quarterly

# Effective & Inclusive Governance

Council decision-making processes are efficient, effective, transparent, and inclusive. Decision-making promotes and balances the long-term sustainability of our community, our environment, our assets, and our finances. As an organisation, we are committed to quality customer service and continuous improvement.

Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
Consultation and engagement are undertaken in a way that is appropriate to the scope and potential impact of Council decisions and respects the position and opinion of all stakeholders	<b>COMMUNITY ENGAGEMENT</b> Democratic representation, social inclusion and meaningful community engagement" is one of the local government principles outlined in section 4 of the <i>Local Government Act 2009</i> . It is important that Council solicits community feedback on major initiatives, either as a legislative requirement (e.g., Planning Scheme, Biosecurity Plan, Waste Reduction and Recycling Plan) or as a business-as-usual practice that contributes to the good governance of the Shire.	<ul style="list-style-type: none"> <li>• Community Forums x 2.</li> <li>• Smoko with the Mayor.</li> <li>• Community/stakeholder engagement sessions held where relevant.</li> <li>• Community Satisfaction Survey.</li> </ul>	Chief Executive Officer	Quarterly
Review, update and implement the deliverables of key strategic plans (tourism, economic development, biosecurity)	<b>CORPORATE PLAN</b> The Corporate Plan defines Council's strategic vision for the next five years and identifies the ways in which Council will measure its performance in delivering on this vision.  s105(5)(a)(i) of the Local Government Act 2009 identifies the requirement to have a Corporate Plan. s165 of the Local Government Regulation 2012 outlines the preparation requirements for the Corporate Plan and s166 of the Local Government Regulation 2012 outlines the content requirements of the Corporate Plan (strategic direction of Council, performance indicators for measuring progress in achieving Council's vision for the future)	<ul style="list-style-type: none"> <li>• Corporate Plan reviewed annually (April).</li> <li>• Performance against Corporate Plan deliverables captured in Annual Report (November).</li> </ul>	Chief Executive Officer	April
	<b>OPERATIONAL PLAN</b> The Operational Plan is a major planning document within council's corporate performance, planning, reporting and risk management framework. It outlines the significant initiatives and key operational activities that Council delivers in a given financial year to progress the priorities and strategies in the Corporate Plan.  s105(5)(a)(v) of the Local Government Act 2009: requirement to have an Operational Plan s175 of the Local Government Regulation 2012 outlines the requirements that the Operational Plan is consistent with the annual budget, states how Council will implement the Corporate Plan and how Council will manage operational risks.	<ul style="list-style-type: none"> <li>• Quarterly reports on annual Operational Plan completed and published on Council's website.</li> <li>• Draft of Operational Plan for following financial year presented (May).</li> <li>• Operational Plan for following financial year adopted (June).</li> </ul>	Chief Executive Officer	Quarterly
	<b>ICT STRATEGY</b> Council's operations are increasingly reliant on ICT/digital technology. This enables productivity and performance dividends when implemented well and also exposes Council to a wide range of risks. To manage these risks and opportunities, Council will adopt a 5-year ICT Strategy.	<ul style="list-style-type: none"> <li>• ICT Strategy developed with coverage of 1) governance; 2) emerging trends and technologies; 3) business systems and applications; 4) infrastructure and technology; 5) IT business continuity; 6) security; 7) project management; and 8) information management.</li> </ul>	Director Corporate Services	Quarterly
	<b>ECONOMIC DEVELOPMENT</b> Council's economic development portfolio covers a wide range of projects and initiatives that are designed to attract and retain population, facilitate investment, sustain and grow local businesses, diversify business and industry opportunities and so on. Many of these initiatives and the deliverables associated with them are captured in Council's Economic Development Strategy.	<ul style="list-style-type: none"> <li>• Review and update of Council's Economic Development Strategy.</li> <li>• % implementation of Economic Development Strategy.</li> </ul>	Director Community Services	Quarterly

Council's budgeting and investment decisions ensure Council's continued financial sustainability.	<p><b>RATES</b> Rates and charges constitute approximately 50% of Council's revenue. Section 104(1) of the <i>Local Government Act 2009</i> provides that Council may levy rates or charges only by a rate notice. Section 104(2) outlines the content requirements of a rate notice.</p>	<ul style="list-style-type: none"> <li>• 1st half rates levied in August 2021.</li> <li>• 2nd half rates levied in February 2022.</li> <li>• Monthly Finance Report tracks rates revenue and rates arrears.</li> </ul>	Director Of Corporate Services	Monthly
Council invests in technology where such investments drive improved compliance, productivity, customer service and security.	<p><b>ICT + BUSINESS SYSTEMS &amp; APPLICATIONS</b> Council's ICT + Business Systems and Applications are increasingly important in enabling Council to deliver services to the community. These costs include phones, internet, other ICT hardware, software programs, servers and so forth.</p>	<ul style="list-style-type: none"> <li>• ICT Operational Plan developed (August) and implemented (quarterly reporting thereafter) in line with ICT Strategy.</li> </ul>	Director Corporate Services	Quarterly
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects).	<p><b>BUDGET PROCESS - PREPARATION, ADOPTION, REVIEW</b> Annual budget preparation requires a review of grant, rate and other revenue streams, operational and maintenance expenditure requirements, capital expenditure requirements, impact of investment decisions on depreciation, a review of fees and charges, plant and fleet replacement scenarios, tender/procurement activities scheduled for the year, key projects and initiatives to be delivered, the cost of compliance activities, sustainability ratios and so forth.</p> <p>ss169-172 of the <i>Local Government Regulation 2012</i> outline the preparation, content and amendment requirements for a Local Government's budget.</p>	<ul style="list-style-type: none"> <li>• Council develops and implements a Budget Process (rates, fees and charges, CapEx, plant and fleet replacement, priority projects and initiatives, review of sustainability indicators etc.).</li> <li>• The Budget is adopted in line with ss169-172 of the <i>Local Government Regulation 2012</i> (June).</li> <li>• The Budget is reviewed/amended in line with ss169-172 (February).</li> </ul>	Chief Executive Officer	Quarterly
	<p><b>EXTERNAL AUDIT - EOFY &amp; FINANCIAL STATEMENTS</b> The external audit provides independent assurance that council's annual financial statements are reliable and comply with prescribed requirements. It is primarily a financial audit which assesses council's internal control framework and focuses on the material components of council's financial statements and how significant financial reporting risks have been dealt with by management.</p> <p>Section 104(5)(b)(i) of the <i>Local Government Act 2009</i> requires that the system of financial management established by a local government must include the following financial accountability documents: general purpose financial statements, asset registers, an annual report and a report on the results of an annual review of the implementation of the operational plan</p>	<ul style="list-style-type: none"> <li>• Audit Opinion: unmodified audit opinion (no qualifications, no emphasis).</li> <li>• Internal Controls: Control Environment, Monitoring Activities, Risk Assessment, Control Activities, Information and Communication: at least 4/5 green lights. No red lights.</li> <li>• Financial Statement Preparation: End of Financial Year Processes, Timeliness, Quality: All green lights. No red lights.</li> </ul>	Director Corporate Services	Annually
	<p><b>EXTERNAL AUDIT - AG Report</b> Section 213 of the <i>Local Government Regulation 2012</i> requires that the Auditor-General's Observation Report is tabled by the Mayor at the first Council Meeting after receipt of the report.</p>	<ul style="list-style-type: none"> <li>• Observation Report tabled in line with <i>Local Government Regulation 2012</i> timeframes.</li> </ul>	Chief Executive Officer	November
	<p><b>INTERNAL AUDIT</b> Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.</p> <p>Section 207(1) of the <i>Local Government Regulation 2012</i> requires that Council prepare an internal audit plan, carry out an internal audit, prepare a progress report for the internal audit and assess compliance with the internal audit plan.</p>	<ul style="list-style-type: none"> <li>• Develop and adopt an internal audit plan for the financial year (identifying operational risks, how they have been evaluated, which are the most significant, the control measures that Cloncurry Shire Council has adopted or is to adopt, to manage the most significant operational risks).</li> <li>• Appoint internal auditor to complete the audits identified in the internal audit plan (July).</li> </ul>	Chief Executive Officer	Quarterly



	<p><b>INTERNAL AUDIT</b> Section 207(1) of the <i>Local Government Regulation 2012</i> requires that Council prepare an internal audit plan, carry out an internal audit, prepare a progress report for the internal audit and assess compliance with the internal audit plan.</p> <p>Council will conduct a minimum of two internal audits each financial year, targeting areas of organisational risk.</p>	<ul style="list-style-type: none"> <li>• Completion of internal audits scheduled for 2021-22.</li> <li>• Prepare progress report for the internal audit and present to Audit Committee.</li> </ul>	Chief Executive Officer	Quarterly
	<p><b>AUDIT COMMITTEE - MEMBERSHIP</b> Section 105 of the <i>Local Government Act 2009</i> requires Council to establish an Audit Committee to monitor and review the integrity of financial documents; and the internal audit function; and the effectiveness and objectivity of the local government's internal auditors.</p> <p>Section 210 of the <i>Local Government Regulation 2012</i> defines composition - Consist of at least 3 members and no more than 6 members; - Having 2, but no more than 2 Councillors; having at least 1 member who has significant experience and skills in financial matters; with Council to appoint a chairperson of the audit committee</p>	<ul style="list-style-type: none"> <li>• Budget for Audit Committee developed and adopted.</li> <li>• Composition of Audit Committee confirmed in accordance with the requirements of the <i>Local Government Act 2009</i> and <i>Local Government Regulation 2012</i>.</li> </ul>	Chief Executive Officer	Quarterly
	<p><b>AUDIT COMMITTEE - MEETINGS</b> Section 211 of the <i>Local Government Regulation 2012</i> requires the Audit Committee to meet at least twice each financial year. These meetings should coincide with completion/review of the internal audit plan, internal audit reports and progress reports, review of draft financial statements, and the review of the auditor-general's audit report about the financial statements.</p>	<ul style="list-style-type: none"> <li>• Audit Committee meeting schedule confirmed for financial year.</li> <li>• Audit Committee meetings held in accordance with schedule.</li> <li>• Audit Committee reviews internal audit function, internal audit progress reports, draft financial statements etc.</li> <li>• Audit Committee self-assessment completed</li> </ul>	Chief Executive Officer	Quarterly
	<p><b>ENTERPRISE RISK MANAGEMENT - FRAMEWORK</b> Council's operations span a wide spectrum of disciplines, fields and environments. This diversity of activity creates an equally diverse and complex range of risks as well as a wealth of opportunities for Council.</p>	<ul style="list-style-type: none"> <li>• Adoption / review of Enterprise Risk Management Framework (August).</li> <li>• Annual review of Council's Risk Management Policy (December).</li> <li>• Review and update of Strategic and Operational Risk Registers (October).</li> <li>• Review of Business Continuity Plan (November).</li> <li>• Review of Fraud Risk Register (February)</li> <li>• Implementation of DWQMP risk management improvement plan (monthly).</li> <li>• Implementation of compliance frameworks, monitoring and reporting for water, sewer and waste (monthly, quarterly, annual).</li> <li>• Council reports incorporate a review of relevant risks (policy, legal, financial etc. - monthly).</li> <li>• Review of insurance (May).</li> </ul>	Chief Executive Officer	Quarterly
	<p><b>DELEGATIONS and DELEGATION REGISTER</b>The appropriate management of Delegations involves a balancing act between managing risks associated with the delegation of authority and the efficiency dividends that come with the allocation of appropriate delegations.</p>	<ul style="list-style-type: none"> <li>• Rolling review of Council to Chief Executive Officer delegations register.</li> <li>• Rolling review of Chief Executive Officer to Officer delegations register.</li> <li>• Delegations register available on website.</li> </ul>	Chief Executive Officer	Quarterly
	<p><b>LOCAL LAWS</b> Local laws are statutory instruments made by local governments to regulate a broad range of issues within their communities.</p>	<ul style="list-style-type: none"> <li>• Local laws reviewed annually.</li> <li>• Local laws amended where necessary.</li> <li>• New local laws adopted where necessary.</li> </ul>	Chief Executive Officer	December

	<p><b>INFORMATION AND RECORDS MANAGEMENT</b> Public records are the cornerstone of an accountable and democratic society. They allow scrutiny from the public of the decisions made by those who are elected or employed to act on their behalf.</p>	<ul style="list-style-type: none"> <li>• Compliant records management system maintained.</li> <li>• Relevant policies and procedures established.</li> <li>• Progressive reduction in records-keeping expenses.</li> <li>• Reduction of hard-copy records kept.</li> <li>• Retention and disposal requirements met.</li> <li>• Incorporation of Information and Records Management into ICT Strategy.</li> </ul>	Director Corporate Services	Quarterly
	<p><b>WEBSITE - COMPLIANCE</b> Council's website is a key vehicle for demonstrating the ways in which it is meeting and upholding a number of the Local Government principles outlined in section 104 of the <i>Local Government Act 2009</i>, including: transparent and effective processes; decision-making in the public interest; democratic representation, social inclusion and meaningful community engagement.</p>	<ul style="list-style-type: none"> <li>• Council monitors and maintains a compliant website.</li> </ul>	Director Corporate Services	Monthly
	<p><b>INSURANCE</b> Council manages a range of risk exposures (assets, workforce, cyber) through maintenance of appropriate insurances. Section 107 of the <i>Local Government Act 2009</i> requires that Council maintain Public Liability and Professional Indemnity Insurance. Section 214 of the <i>Local Government Regulation 2012</i> establishes the required insurance amounts (\$30m for PL and \$10m for PI). The <i>Workers' Compensation and Rehabilitation and Other Legislation Amendment Act 2003</i> requires all Queensland businesses which employ workers to hold and maintain an accident insurance policy to cover their workers.</p>	<ul style="list-style-type: none"> <li>• Relevant insurances maintained (PL, PI, Workcover, Cyber, Assets).</li> <li>• Specialist VFM review conducted biennially (March).</li> </ul>	Director Corporate Services	Annually
	<p><b>STATUTORY POLICIES</b> The <i>Local Government Act 2009</i> and the <i>Local Government Regulation 2012</i> outline the policies that Council is required to adopt/review on an annual basis (e.g., Procurement Policy, Revenue Policy, Advertising and Spending Policy). In addition, there are a range of other statutory policies that must be maintained and displayed on Council's website.</p>	<ul style="list-style-type: none"> <li>• Establish Policy Register.</li> <li>• Establish Policy Review Schedule.</li> <li>• All statutory policies reviewed in accordance with relevant legislation and uploaded to Cloncurry Shire Council website.</li> </ul>	Chief Executive Officer	Monthly
	<p><b>ADMINISTRATIVE POLICIES</b> Outside of the obligatory statutory policies required by the <i>Local Government Act 2009</i> and the <i>Local Government Regulation 2012</i>, Council has a wide range of policies that govern the internal administration of Council operations. To ensure these remain relevant to current operations and reflect legislation requirements, it is important that these policies are subject to periodic review.</p>	<ul style="list-style-type: none"> <li>• Establish Policy Register.</li> <li>• Establish Policy Review Schedule.</li> <li>• Provide monthly update in Council meeting reports.</li> </ul>	Director Corporate Services	Monthly
	<p><b>COMPLAINTS MANAGEMENT</b> Council has a range of responsibilities in relation to maintaining the required frameworks for handling, managing and publishing details of complaints</p>	<p>Compliant management of the following:</p> <ul style="list-style-type: none"> <li>• Administrative Action Complaints</li> <li>• Councillor conduct or performance complaints</li> <li>• Competitive neutrality complaints</li> </ul>	Chief Executive Officer	Annually

	<p><b>RIGHT TO INFORMATION</b> Right to Information is the Queensland Government's approach and commitment to provide access to information unless it is contrary to the public interest to provide that information. Right to Information aims to:</p> <ul style="list-style-type: none"> <li>- Make more information available;</li> <li>- Provide equal access to information across all sectors of the community</li> <li>- Provide appropriate protection for individuals' privacy.</li> </ul>	<ul style="list-style-type: none"> <li>• External audits by QLD Ombudsman and internal audits using relevant checklists (such as those provided by DILGP) demonstrate compliance;</li> <li>• Council meets all compliance requirements related to the RTI Act, PID Act and IP Act</li> </ul>	Chief Executive Officer	Annually
	<p><b>ROAD HIERARCHY POLICY</b> The adoption of a Road Hierarchy Policy allows Council to consolidate various data/information in a way that satisfies various road-related regulations. It is also an appropriate document for outlining the service levels that Council intends to provide for different categories of road.</p> <p>Section 73 <i>Local Government Act 2009</i> requires that Councils "categorise roads" according to the "surface of the roads". Section 74 <i>Local Government Act 2009</i> requires that Council must prepare a map of every road; and a register that shows the category of every road.</p>	<ul style="list-style-type: none"> <li>• Council budgets for and completes a full review of its road mapping, ensuring alignment of data in the asset register, the MARS portal and any other relevant system.</li> <li>• Council develops a Road Hierarchy Policy that a) satisfies <i>Local Government Act 2009</i> and <i>Local Government Regulation 2012</i> regulatory requirements; b) incorporates relevant information/data from the NWQRRTG (e.g. identification of LRRS roads, Statement of Intentions for road network etc.); and c) defines generic service levels in relation to different categories of roads.</li> </ul>	Director Infrastructure and Environment	November
	<p><b>WEBSITE COMPLIANCE</b> The various Acts, Regulations and Guidelines that outline Council's responsibility in relation to water, sewer and waste management include requirements related to publishing certain materials on Council's website.</p>	<ul style="list-style-type: none"> <li>• Develop a website compliance checklist for water, sewer and waste and review quarterly for compliance (e.g., meeting publishing requirements for the DWQMP and associated reports, publishing the Waste Reduction and Recycling Plan, publishing Council's Customer Service Standards for water and sewer operations etc.);</li> </ul>	Director Infrastructure and Environment	Quarterly
	<p><b>ENVIRONMENTAL HEALTH OFFICER INSPECTIONS</b> EHOs are tasked with ensuring that all retail food businesses meet their legislative obligations and that all food products sold and consumed are correctly labelled and safe to eat, including through the conduct of inspections and investigations.</p>	<ul style="list-style-type: none"> <li>• Annual EHO inspection completed</li> <li>• Food licences provided to all businesses who met EHO compliance</li> </ul>	Manager Planning and Environment	Annually
HR & WHS systems and processes drive a culture of safety, compliance, performance and accountability. Council's focus on training and development drives a culture of continual improvement.	<p><b>ORGANISATIONAL CULTURE - LEARNING &amp; DEVELOPMENT</b> "Council enables and empowers its workforce"</p> <p>Section 13 of the <i>Local Government Act 2009</i> identifies the responsibilities of local government employees. These include the responsibility to implement the policies and priorities of the local government in a way that promote the effective, efficient and economical management of public resources; excellence in service delivery; and continual improvement. To drive these outcomes, it is important that Council's onboarding and training/education programs enable and empower staff to do their jobs well.</p>	<ul style="list-style-type: none"> <li>• Council reviews and improves its onboarding process for new staff: implementation of LMS system (July)</li> <li>• Development (October) and implementation (rolling) of training and development plan across the organisation that enables and empowers staff to continually improve in the delivery of local government services.</li> </ul>	Chief Executive Officer	Quarterly
	<p><b>ORGANISATIONAL CULTURE - WHS</b> "Council cares for and looks after its workforce. Council staff care for and look after each other."</p> <p>Council has a broad range of WHS responsibilities as outlined in the <i>Work Health &amp; Safety Act 2011</i> and associated Codes of Practice (e.g., Confined Spaces, Demolition Work, Excavation Work, First Aid in the Workplace, Traffic Management etc.). These responsibilities apply across all levels of the organisation, to all Council staff and to the various contractors that operate under Council's PCBU banner.</p>	<ul style="list-style-type: none"> <li>• Council reviews, adopts and implements a Safety Management Plan.</li> <li>• Council allocates an appropriate budget and resources to meet WHS requirements.</li> <li>• Annual and Monthly WHS Action Plans developed and adopted.</li> <li>• Adoption and implementation of digital WHS platform.</li> </ul>	Chief Executive Officer	Quarterly

	<p><b>ORGANISATIONAL CULTURE - ENGAGEMENT, ACCOUNTABILITY, RECOGNITION</b></p> <p>"Council is committed to continual improvement through engagement, accountability, reward and recognition."</p> <p>Section 13 of the <i>Local Government Act 2009</i> identifies the responsibilities of local government employees. These include the responsibility to implement the policies and priorities of the local government in a way that promote the effective, efficient and economical management of public resources; excellence in service delivery; and continual improvement. To drive these outcomes, it is important that Council's onboarding and training/education programs are fit for purpose.</p>	<ul style="list-style-type: none"> <li>• Retention rate.</li> <li>• Council initiates and completes the renegotiation of its Certified Agreement (June 2022).</li> <li>• Council resources a Joint Consultative Committee (quarterly).</li> <li>• Council resources a WHS Committee (monthly/quarterly).</li> <li>• Performance expectations are clearly communicated through Position Descriptions and Performance Plans.</li> <li>• Performance monitoring and management is linked to Corporate Plan and Operational Plan deliverables in the following areas: compliance, performance, values (biannual reviews).</li> </ul>	Chief Executive Officer	Quarterly
Minimise the impact of natural disasters and ability to recover from natural disasters and support the community for rapid recovery including support of the Local Disaster Management Group	<p><b>WATER INFRASTRUCTURE - CHINAMAN CREEK DAM SAFETY CONDITIONS</b></p> <p>The <i>Water Supply (Safety &amp; Reliability) Act 2008</i> provides for licencing of referrable dams to be licenced and applies safety conditions to each licence.</p> <p>Ensure all Inspection and Auditing requirements are undertaken and reported accordingly.</p>	<ul style="list-style-type: none"> <li>• Emergency Action Plan (EAP) is up to date.</li> <li>• EAP drill completed.</li> <li>• Risk assessment of dam safety infrastructure.</li> </ul>	Director Infrastructure and Environment	September