

# Cloncurry Shire Council

## Operational Plan Review

### Q1 2021-2022



# Investing in our Communities, People & Lifestyle

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	Accountability	Expected Completion By	Quarter Progress Status	Overall Progress	Amended Completion Date	Measure of Success	How successfully has this outcome been achieved for this quarter?
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.	Director Community Services	Quarterly	●	15%		<ul style="list-style-type: none"> <li>% implementation of Health Vision.</li> <li>Support for GP clinic.</li> </ul>	<ul style="list-style-type: none"> <li>Health Vision reviewed against Council's commitment.</li> <li>Community Integration Officer appointed commencing 25 October.</li> <li>COVID Clinic support facilitated (communications; venue; support staff for appointments and check in arrivals).</li> </ul>
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.	Director Community Services	Quarterly	●	20%		<ul style="list-style-type: none"> <li>Council reduces waiting list numbers through appropriate staff and infrastructure investments.</li> </ul>	<ul style="list-style-type: none"> <li>Staff training and support service addressed with additional training for the 'educator' scheduled to support the team.</li> <li>Staff retention settled with reduced turnover of staff, working towards consistency and a balanced environment.</li> <li>Monthly facility audits implemented to identify repairs, service infrastructure and replacement of resources.</li> <li>Monthly reports submitted to Council advising occupancy and waitlist.</li> <li>September waitlist reduced by four (4) due to age rotation across rooms.</li> <li>Consultation and site visit with appointed specialist in Early Childcare Centre Architecture (Greg Jardine) undertaken to review existing infrastructure, expansion capacity and sustainability including future growth.</li> </ul>
	<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.	Director Community Services	Annually	●	25%		<ul style="list-style-type: none"> <li>Council receives a "Meeting" or "Exceeding" rating for the Curry Kids Early Learning Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Waiting inspection by the ECEC for rating.</li> <li>Facility is compliant and confirmed by Department.</li> <li>Investigation is currently underway reviewing operations and sustainability with appointed contractor.</li> </ul>
	<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.	Director Community Services	Annually	●	50%		<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>	<ul style="list-style-type: none"> <li>RedDoor supported by Council to implement an 'Out of School Hours Care' program. RedDoor advised in September program launch unsuccessful due to lack of community take-up and commitment for the program.</li> </ul>
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.	Director Infrastructure and Environment	Annually	●	20%		<ul style="list-style-type: none"> <li>Complete tender process and award contract for management of the Cloncurry Swimming Pool.</li> </ul>	Pool tender awarded and pool open to public. Operating season increased by 2 months per annum. Operating hours increased on school holidays and weekends.
	<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.	Director Community Services	Quarterly	●	10%		<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>	<ul style="list-style-type: none"> <li>Scope ascertained with draft of strategy to commence.</li> </ul>
	<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.	Chief Executive Officer	Annually	●	20%		<ul style="list-style-type: none"> <li>Secure relevant tenure (freehold and reserve) over Corella Dam/Clem Walton Park.</li> </ul>	Council has commenced and continued negotiations over acquisition of land in/around Corella Dam with relevant Departmental Ministers and Officers.

Completed
 On Track
 On Hold
 Not Started
 Needs Attention

	<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.	Director Projects	Annually	●	10%		<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>	<ul style="list-style-type: none"> <li>• Chinaman Creek Dam Reserve Upgrade - Scope of Requirements finalised and Concept plans developed in preparation of Community Consultation</li> <li>• Path to Chinaman Creek Dam - Proposed route &amp; ancillary infrastructure concept plans developed in preparation of Community Consultation. Survey and site investigation works in progress to support detailed design.</li> </ul>
	<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.	Director Community Services	Monthly	●	25%		<ul style="list-style-type: none"> <li>• First Five Forever Program delivered.</li> <li>• Longitudinal data on membership and usage developed.</li> </ul>	<ul style="list-style-type: none"> <li>• First Five Forever program scheduled and delivered weekly.</li> <li>• Membership reported monthly in Council reporting.</li> </ul>
	<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.	Director Community Services	Quarterly	●	25%		<ul style="list-style-type: none"> <li>• Council delivers RADF program in line with program guidelines and Committee terms and conditions.</li> </ul>	<ul style="list-style-type: none"> <li>• RADF programming restated after a pause due to COVID impacts.</li> <li>• 'The Clints' presented in September with the Queensland Ballet and Bigger &amp; Blacker scheduled for the remaining 2021 calendar year.</li> </ul>
Council delivers and sponsors the delivery of a range of events that appeal to locals and visitors.	<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.	Director Community Services	Monthly	●	25%		<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>	<ul style="list-style-type: none"> <li>• July: Blue Gum Farm Performance; Working Dog &amp; Advanced Livestock Handling Course; Survivor Premiere.</li> <li>• August: Council Merry Muster Float; Bill Hutton Farrier Clinics.</li> <li>• September: Beat the Heat Festival.</li> </ul>
	<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.	Director Community Services	Monthly	●	25%		<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>	<ul style="list-style-type: none"> <li>• Community grant applications assessed monthly at Council meetings.</li> <li>• 2021/2022 Budget \$150k with YTD expenditure for the period \$30,300.</li> </ul>

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# Strengthening Our Economy & Supporting Growth

Corporate Plan Activity	Area of Operations	Accountability	Expected Completion By	Quarter Progress Status	Overall Progress	Amended Completion Date	Measure of Success	How successfully has this outcome been achieved for this quarter?
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.	Mayor Elected Members	Monthly	●	25%		• Value derived from memberships and delegations.	Council continues to play a prominent role in regional organisations of which it is a member and continues to seek out deputations and delegations to relevant government departments.
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	Director Corporate Services	Quarterly	●	25%		• Maintain registers of preferred and/or pre-qualified suppliers for: Trades & Services, Plant Hire, Quarry Materials.	Trades and Services established an in operation. Plant Hire and Quarry Materials to be released and established in Q2
	<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.	Director Community Services	Quarterly	●	25%		• Provide secretarial support to LBN and attend all meetings. • 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.	• LBN 'Terms of Reference' completed. • Committee nominations completed. • First committee meeting held in September supported by Council secretariat.
	<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>	Chief Executive Officer	Quarterly	●	25%		• Re-valuation of balance of Industrial Lots (Stage 1). • Sale of balance of Industrial Lots (Stage 1).	Council has not yet completed the revaluation of industrial lots. Council has received a range of requests for additional information and conditional offers on four of the remaining industrial lots (stage 1).
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).	Chief Executive Officer	Annually	●	25%		• 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.	Council has lent support to, or partnered with telecommunications companies on a range of projects, many of which have received funding (no completion dates are available at this stage: 1) Sally Creek and Quamby (Telstra); 2) Dajarra (Telstra); 3) Telecoms corridors from Normanton to Dajarra (Wi-Sky)  Council has also progressed discussions with NBN in relation to extending the fixed line footprint in Cloncurry and with Telstra in relation to opportunities to improve digital connectivity at Corella Dam.
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.	Director Projects	Annually	●	25%		• Completion of Saleyards Precinct Master Plan. • Acquisition of Lot 1 on MPH34615. • Facility hosts bull sale in April 2022.	• Saleyards Masterplan – will commence in Q2 • Lot 1 on MPH34615 – offer and acceptance in place for this lot
		Director Corporate Services	Monthly	●	25%		• No. of head of cattle. • Profitability of Saleyards.	Revenue for Jul/Aug exceeding budget compared to prior years

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Council and key stakeholders promote Cloncurry as a tourism destination, driving investments in new businesses, (events and facilities) and generating new revenue streams for existing businesses.	<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).	Director Community Services	Monthly	●	25%		<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>	<ul style="list-style-type: none"> <li>• Visitor numbers and sales reported monthly at Council Meetings with comparison to 2019 figures.</li> <li>• Mary K Park masterplan commenced - undertaking content / artifacts identification and recording in preparation of masterplan concept design. This includes major infrastructure and display items through to stored items of significant heritage (e.g., hearse; cordial factory equipment; boilers; etc.</li> <li>• Meeting undertaken with Queensland Museum curators.</li> <li>• Large scale equipment elements identified and lodged with projects for relocation / positioning.</li> <li>• *Note: budget has not been allocated for concept design component.</li> </ul>
	<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.	Director Community Services	Monthly	●	25%		<ul style="list-style-type: none"> <li>• Visitor numbers.</li> <li>• Merchandise sales.</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor numbers and sales reported monthly at Council Meetings with comparison to 2019 figures.</li> </ul>
	<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.	Director Community Services	Monthly	●	15%		<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>	<ul style="list-style-type: none"> <li>• Tourism strategy review undertaken.</li> <li>• Draft required to address changes / adjustments to be submitted to the CEO.</li> <li>• OQTA Membership renewed.</li> </ul>
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.	Director Projects	Quarterly	●	15%		<ul style="list-style-type: none"> <li>• Trial cropping project commenced and completed (or abandoned, subject to water access/price).</li> </ul>	<ul style="list-style-type: none"> <li>• Pending the outcome of negotiations with SunWater around water access &amp; price</li> </ul>
	<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.	Chief Executive Officer	Quarterly	●	25%		<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>	<ul style="list-style-type: none"> <li>• Council has not yet allocated any funding. However, Council is currently reviewing two applications for assistance to part-fund the shooting of two pilot projects.</li> </ul>

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# 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	Accountability	Expected Completion By	Quarter Progress Status	Overall Progress	Amended Completion Date	Measure of Success	How successfully has this outcome been achieved for this quarter?
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.	Director Infrastructure and Environment	Quarterly	●	5%		<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>	Sewerage assets reviewed and comprehensive asset assessment and maintenance program being developed for Sewage Pump Stations. Council asset engineer in place and data base of existing information being smoothed to a usable format
	<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.	Director Corporate Services	Annually	●	0%		<ul style="list-style-type: none"> <li>Completion of desktop asset revaluation in 2021-22.</li> </ul>	Valuers to be engaged in November 2021
	<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.	Director Corporate Services	Ongoing	●	25%		<ul style="list-style-type: none"> <li>Asset register established, updated, and maintained in line with asset acquisitions, disposals etc.</li> </ul>	New assets have been entered review of large infrastructure assets being reviewed prior to capitalisation
	<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.	Chief Executive Officer	October	●	0%	November	<ul style="list-style-type: none"> <li>Asset Management Strategy reviewed.</li> <li>Asset Management Policy reviewed.</li> </ul>	Will be delivered later than anticipated.
	<b>ASSET MANAGEMENT PLANS</b> The development and implementation of asset management plans are an important part of Council's Asset Management Framework.	Director Infrastructure and Environment	November	●	10%		<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>	Bring together an erratic gathering of AMP's and consolidate to usable products. Input from workshop staff required.
	<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.	Director Infrastructure and Environment	July	●	20%		Council maintains its Traffic Management Registration Scheme Status (TMRS) to work on State-controlled Roads.	Council maintaining its contractual workload.
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.	Director Infrastructure and Environment	March	●	20%		<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>	Fleet replacement on schedule with new town Utes ordered and ongoing renewal program. Regional benchmarking discussions under way
	<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.	Director Projects	Quarterly	●	5%		<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>	<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>
	<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.	Director Infrastructure and Environment	March	●	15%		<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>	Responsive to current issues as they arise. 1 3- & 5-year Programming requires more attention

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	<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.	Director Infrastructure and Environment	March	●	10%		<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>	Responsive to current issues as they arise. 1 3- & 5-year Programming requires more attention
	<b>WATER SUPPLY &amp; TREATMENT - MAINTENANCE</b> Council provides a drinking water service in Cloncurry and non-potable water services in Dajarra, Kajabbi and Malbon.	Director Infrastructure and Environment	March	●	15%		<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>	Background data and reports made, risk register compiled, and priorities being assigned
	<b>WATER SUPPLY &amp; TREATMENT - CAPEX</b> Council provides a drinking water service in Cloncurry and non-potable water services in Dajarra, Kajabbi and Malbon.	Director Infrastructure and Environment	March	●	10%		<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>	Review of AMP identified issues with Chlorine gas handling practices and suggested alternatives, Project scope being defined.
	<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.	Director Infrastructure and Environment	March	●	10%		<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>	Sewage treatment processes under control, external operator still engaged as STP (Cloncurry) is unduly complicated for this region and competent operators are difficult to source when they view complexity of the Plant. Reticulation system has had long term lack of attention and pinch points are being addressed. Irrigation of treated effluent remains a point of concern due to historical compliance issues.
	<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.	Director Infrastructure and Environment	March	●	20%		<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>	Mostly maintenance issues are the concern, no large-scale expansion envisaged in short term future
	<b>WASTE MANAGEMENT - MAINTENANCE &amp; OPERATIONS</b> Council provides waste management services (kerbside collection) and waste management facilities in Cloncurry and Dajarra.	Director Infrastructure and Environment	March	●	15%		<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>	Identified concerns with cover of refuse being addressed by further plant hours. Additional operator will be required. Collection progressing well.
	<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.	Director Infrastructure and Environment	March	●	10%		<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>	Transition and consolidation of both landfill sites is overdue and focus of new Manager, existing Master plan from GHD requires fine tuning and enactment within this financial year
	<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.	Director Infrastructure and Environment	March	●	15%		<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>	Fire detection audits to be completed next quarter for public structures and airport. Actively recruiting grounds keeper position. Most rectification works reactive, new property co-ordinator bringing processes into line with risk minimisation for council.
	<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  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.	Director Infrastructure and Environment	March	●	20%		<ul style="list-style-type: none"> <li>Annual review of RMPC (Road Maintenance Performance Contract) rates completed and endorsed.</li> </ul>	Rates subject to review at start of Q2 meeting and review to be held with Works Manager to verify adequacy of charges and Council capabilities.
	<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.	Director Infrastructure and Environment	Monthly	●	20%		<ul style="list-style-type: none"> <li>RMPC delivered in accordance with contract.</li> <li>Council receives monthly progress updates.</li> </ul>	Contract progressing well, Council responsive to TMR instructions, site crews stable and productive.

 Completed
  On Track
  On Hold
  Not Started
  Needs Attention

	<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.	Director Infrastructure and Environment	Monthly	●	15%		<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>	In conjunction with Projects Department opportunities are identified and actioned.
	<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.	Director Infrastructure and Environment	Monthly	●	15%		<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>	In conjunction with Projects Department opportunities are identified and actioned
	<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.	Director Infrastructure and Environment	Monthly	●	15%		<ul style="list-style-type: none"> <li>• Procurement for DRFA (Disaster Recovery Funding Arrangements) project management services initiated, scoped, progressed, and completed.</li> </ul>	In conjunction with Projects Department opportunities are identified and actioned
	<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.	Director Infrastructure and Environment	Monthly	●	15%		<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>	In conjunction with Projects Department opportunities are identified and actioned
	<b>ROAD USE AGREEMENTS / REGULATION OF HEAVY VEHICLES</b> The Mineral Resources Act provides for the entry into Road Use Agreements where >10,000t of relevant material is to be hauled on a Local Government Controlled Road.	Director Infrastructure and Environment	Ongoing	●	10%		<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>	Ongoing negotiations with User groups. NVHR permits under control and issued promptly. Mechanism for notification (dashboard) for road closures appears to be working well. Expertise on negotiation of RUA'S weak
Council identifies opportunities and leverages funding to build more resilient infrastructure.	<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.	Director Infrastructure and Environment	Ongoing	●	15%		<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>	In conjunction with Projects Department opportunities are identified and actioned
Council invests in projects and initiatives that improve efficiencies in service delivery while achieving the same or a higher level of service.	<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.	Director Infrastructure and Environment	Ongoing	●	20%		<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>	Training and familiarisation under way, confident this will unlock significant amounts of buried data regarding existing system already within the Council records
	<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.	Director Infrastructure and Environment	June	●	0%		<ul style="list-style-type: none"> <li>• Implementation of Assetic (from Q3).</li> </ul>	Work required with Corporate Services to determine if the Assetic module is adopted for Council use
	<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.	Director Corporate Services	Monthly	●	25%		Monthly finance report details operational expenditure by asset class (water, wastewater, waste, buildings, and facilities etc.).	Monthly reports presented to Directors for review against budget

 Completed
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# 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	Accountability	Expected Completion By	Quarter Progress Status	Overall Progress	Amended Completion Date	Measure of Success	How successfully has this outcome been achieved for this quarter?
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.	Director Infrastructure and Environment	Quarterly	●	10%		<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>	1080 Property baiting performed properties around Quamby. Active spraying plan in place for rubber vine. Option of temporary staff to carry out further spraying following through with Southern Gulf catchment representatives
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).	Director Infrastructure and Environment	Quarterly	●	10%		<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>	Oil recovery setup in place. Tender for recycling of scrap metal at Cloncurry, Dajarra and Quamby prepared. Facility to house and transport chemicals purchased and in place at landfill. Facility to house and transport batteries purchase and in transit. Chipper tender to reduce green waste volume recently closed.
	<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.	Director Infrastructure and Environment	Quarterly	●	5%		<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>	Compliance with DES guidelines haphazard and inconsistent, identified as a lack of resources at the interface to the landfill and poor record keeping practices, working in conjunction with DES to systematically work through the historic issues.
	<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.	Director Infrastructure and Environment	Monthly	●	15%		<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>	Amendments to recording data sheet in-line with DES requirements. Additional plant hours and cover material purchased for general landfill works. Additional staff allocated when opportunity permits. Still substantial work required to address long term compliance breaches. Litter fencing and on-site dam will require attention in next quarter
	<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> .	Director Infrastructure and Environment	Monthly	●	15%		<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>	Regulatory system exists and Contractors advised that Council will be strictly enforcing receipting of identified waste products. Tyres ongoing issue and an area of potential income if tyre processing can be bought on stream effectively either through Council facility or assistance to private enterprise (recycled water, site.)
Council's utility services are efficient, effective, and compliant with the Environmental Authorities and other regulatory instruments that govern these services.	<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.	Director Infrastructure and Environment	Quarterly	●	25%		<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>	Cloncurry monitoring on track, as per water, common point of data collection required. New resource (manager) in this area should assist addressing outstanding items

Completed
 On Track
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 Not Started
 Needs Attention

	<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.	Director Infrastructure and Environment	Quarterly		15%		<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>	Significant investment and effort in place to have Dajarra system as a recognised potable water service area. Review of DWQMP identified areas of concern and attention required. Council systematically working through these elements. Projects identified to address audit being scoped.
	<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> ).	Director Infrastructure and Environment	Monthly		25%		<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>	Quality of delivered water meeting guidelines. Complaint registration needs polishing to ensure any issues captured are communicated to the infrastructure department. Internal data storage and referencing needs attention to ensure common point of data storage and reference.
	<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.	Director Infrastructure and Environment	Quarterly		25%		<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>	Automation of elements of the Dajarra system under way, critical for any sustainable service. As previously mentioned, collation of existing data and corrected recording practices critical for long term review and oversight of system, actioning to capture trends and forecast issues

 Completed
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 Not Started
 Needs Attention



# 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	Accountability	Expected Completion By	Quarter Progress Status	Overall Progress	Amended Completion Date	Measure of Success	How successfully has this outcome been achieved for this quarter?
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.	Chief Executive Officer	Quarterly	●	25%		<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>	Community forums scheduled; Smoko with the Mayor scheduled and held. Community Satisfaction Survey under development. Stakeholder engagement on Council projects under discussion and development for Chinaman Creek projects.
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)	Chief Executive Officer	April	●	25%		<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>	Implementation progressing as per Operational Plan updates.
	<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.	Chief Executive Officer	Quarterly	●	25%		<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>	1st quarterly report presented to October Council meeting as scheduled.
	<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.	Director Corporate Services	Quarterly	●	10%		<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>	RFQ developed and released. To be awarded and progressed in Q2.
	<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.	Director Community Services	Quarterly	●	10%		<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>	<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>
Council's budgeting and investment decisions ensure Council's continued financial sustainability.	<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.	Director Of Corporate Services	Monthly	●	50%		<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>	First half yearly rates issued
Council invests in technology where such investments drive improved compliance, productivity, customer service and security.	<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.	Director Corporate Services	Quarterly	●	0%		<ul style="list-style-type: none"> <li>ICT Operational Plan developed (August) and implemented (quarterly reporting thereafter) in line with ICT Strategy.</li> </ul>	To proceed in Q2 as part of ICT Strategy deliverable.

Completed
 On Track
 On Hold
 Not Started
 Needs Attention

Council develops, implements, and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects).	<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.  ss169-172 of the <i>Local Government Regulation 2012</i> outline the preparation, content and amendment requirements for a Local Government's budget.	Chief Executive Officer	Quarterly	●	25%	<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>	Budget Policy adopted; Budget adopted in line with ss169-172 of the LGR 2012. Budget process improvement identified as an internal audit focus for 2021-22.
	<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.  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	Director Corporate Services	Annually	●	75%	<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>	No qualifications identified
	<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.	Chief Executive Officer	November	●	80%	<ul style="list-style-type: none"> <li>• Observation Report tabled in line with <i>Local Government Regulation 2012</i> timeframes.</li> </ul>	External audit 99% completed. Awaiting sign-off and close out report.
	<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.  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.	Chief Executive Officer	Quarterly	●	10%	<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>	<ul style="list-style-type: none"> <li>• Internal auditor engaged;</li> <li>• Submission of materials/information to internal auditor completed for first internal audit of the year (organisational culture). The first audit is scheduled to kick-off from 19 October 2021.</li> </ul>
	<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.  Council will conduct a minimum of two internal audits each financial year, targeting areas of organisational risk.	Chief Executive Officer	Quarterly	●	25%	<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>	First internal audit commences in Q2. Internal auditor engaged.
	<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.  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	Chief Executive Officer	Quarterly	✓	100%	<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>	Budget for audit committee allocated and adopted. Composition of audit committee confirmed.
	<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.	Chief Executive Officer	Quarterly	●	25%	<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>	<ul style="list-style-type: none"> <li>• First Audit committee meeting held.</li> <li>• Self-assessment documentation to be circulated for 2nd Audit Committee meeting to be held in October 2021.</li> </ul>

 Completed
 On Track
 On Hold
 Not Started
 Needs Attention



	<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.	Chief Executive Officer	Quarterly		25%	<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>	Steady progress against most items identified, which have delivery dates in Q2, Q3 and Q4.
	<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.	Chief Executive Officer	Quarterly		0%	<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>	To progress in Q2 and Q3
	<b>LOCAL LAWS</b> Local laws are statutory instruments made by local governments to regulate a broad range of issues within their communities.	Chief Executive Officer	December		0%	<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>	To progress in Q2 and Q3
	<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.	Director Corporate Services	Quarterly		25%	<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>	No data provided
	<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.	Director Corporate Services	Monthly		0%	<ul style="list-style-type: none"> <li>• Council monitors and maintains a compliant website.</li> </ul>	Program of works and ongoing monitoring program to be established
	<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.	Director Corporate Services	Annually		100%	<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>	All insurances paid
	<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.	Chief Executive Officer	Monthly		25%	<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>	All statutory policies up to date (budget policies, procurement policy etc.). Improvement opportunities identified and implemented (e.g., procurement policy, revenue policy).

 Completed
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 On Hold
 Not Started
 Needs Attention

	<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.	Director Corporate Services	Monthly	●	10%		<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>	Program of works and ongoing monitoring program to be established
	<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	Chief Executive Officer	Annually	●	25%		Compliant management of the following: <ul style="list-style-type: none"> <li>Administrative Action Complaints</li> <li>Councillor conduct or performance complaints</li> <li>Competitive neutrality complaints</li> </ul>	• Compliant
	<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: <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>	Chief Executive Officer	Annually	●	25%		<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>	• Compliant
	<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.  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.	Director Infrastructure and Environment	November	●	10%		<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 NWQRTG (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>	Background work ongoing with NWQRTG constrained by staff resources
	<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.	Director Infrastructure and Environment	Quarterly	●	25%		<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>	Website and reportable data ongoing, dashboard implementation appears sound
	<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.	Manager Planning and Environment	Annually	●	25%		<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>	Inspections ongoing and directions ordered as required. Issue of license progressing upon application/renewal.
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.	<b>ORGANISATIONAL CULTURE - LEARNING &amp; DEVELOPMENT</b> "Council enables and empowers its workforce"  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.	Chief Executive Officer	Quarterly	●	20%		<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>	<ul style="list-style-type: none"> <li>LMS platform introduced and tracking well;</li> <li>GIS training and Engagement training completed for large proportions of the Council workforce in Q1.</li> <li>Council has been unable to secure a Learning and Development Officer</li> </ul>

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	<b>ORGANISATIONAL CULTURE - WHS</b> "Council cares for and looks after its workforce. Council staff care for and look after each other."  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.	Chief Executive Officer	Quarterly	●	25%	<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>	<ul style="list-style-type: none"> <li>• Improved Council meeting reporting on WHS;</li> <li>• WHS digital platform selected and procured. Implementation to proceed from Q2.</li> <li>• Monthly Action Plans developed</li> <li>• Self-assessment against external audit criteria underway</li> </ul>
	<b>ORGANISATIONAL CULTURE - ENGAGEMENT, ACCOUNTABILITY, RECOGNITION</b> "Council is committed to continual improvement through engagement, accountability, reward and recognition."  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.	Chief Executive Officer	Quarterly	●	25%	<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>	<ul style="list-style-type: none"> <li>• Council's retention rate is still too low and requires ongoing focus. The internal audit scheduled for Q2 is evidence of this focus.</li> <li>• JCC meetings held as per schedule</li> <li>• WHS committee meetings held as per scheduled</li> <li>• Full organisational review of PDs underway. Progress tracked via monthly Council meeting reports</li> <li>• CEO and Director Performance Plans to be drafted in Q2.</li> <li>• Planning for CA negotiations underway.</li> </ul>
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	<b>WATER INFRASTRUCTURE - CHINAMAN CREEK DAM SAFETY CONDITIONS</b> The <i>Water Supply (Safety &amp; Reliability) Act 2008</i> provides for licencing of referable dams to be licenced and applies safety conditions to each licence. Ensure all Inspection and Auditing requirements are undertaken and reported accordingly.	Director Infrastructure and Environment	September	●	25%	<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>	EAP issued to regulator. Time frame for drill yet to be determined,

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