



# CLONCURRY SHIRE COUNCIL

Operational Plan Review

Q2 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.	<p><b>HEALTH &amp; AGED CARE SERVICES</b></p> <p>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.</p>	Director Community Services	Quarterly	●	50%		<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>• COVID clinic vaccinations continue in the Shire, coordinated with Gidgee Healing and PHN Western Queensland</li> <li>• Integration Wellness Officer has implemented programming based on grant specifications for the period of February - July the following key areas: first aid, mental health, literacy and up-skilling, financial wellness. Pending grant applications community connectedness is in planning for Youth Week, Reconciliation Week, Multicultural Week and NAIDOC Week.</li> <li>• Communities representative (Amanda Seek) has commenced attending CAN Meetings as scheduled.</li> <li>• Cloncurry Shire Council has worked extensively with the medical community and a dentist has been appointed.</li> </ul>
Council supports, through direct investment or through facilitation and advocacy, childcare, and Out of School Hours Care services in Cloncurry.	<p><b>CHILDCARE SERVICES</b></p> <p>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.</p>	Director Community Services	Quarterly	●	50%		<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 services continue to support the team across operations and educator training to ensure continued professional development including team training and individual study across certificates, diploma, and bachelor certification.</li> <li>• Staff retention - a couple of staff members have resigned, although a consistent and a balanced environment continues professionally at the facility. HR has commenced advertising to replace vacant positions with forward thinking for staffing requirements across needs, ratios, and future expansion of services.</li> <li>• Monthly facility audits continuing to identify repairs, service infrastructure and replacement of resources.</li> <li>• Monthly reports submitted to Council advising occupancy and waitlist. The 2022 waitlist has grown exponentially for the babies room challenged by physical space capability, staff ratio for care (high needs), and infrastructure (e.g. cots). This area has been strongly reviewed as part of the expansion project as critical to cater for a growing community, in particular young families.</li> <li>• Jardine Architects (Greg Jardine) has completed and submitted conceptual design and full cost analysis for Curry Kids expansion project and refurbishment of the existing building. Council Report will be presented in the near future for discussion and review.</li> <li>• Business Administration Consultant currently being sourced to review all procedures and implement new guidelines and procedures released by the Department of Education November 2021. This will be funded via the Curry Kids Sustainability Grant.</li> </ul>

✔ Completed   
 ● On Track   
 ● On Hold   
 ● Not Started   
 ● Needs Attention

	<p><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.</p>	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>• Continual audits and reviews undertaken to identify repairs, maintenance, and resource requirements to support continual improvement and service standards.</li> </ul>
	<p><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.</p>	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. Due to lack of interest program would not be sustainable.</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.	<p><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.</p>	Director Infrastructure and Environment	Annually	●	50%		<ul style="list-style-type: none"> <li>• Complete tender process and award contract for management of the Cloncurry Swimming Pool.</li> </ul>	<ul style="list-style-type: none"> <li>• Audit of operations completed in Q2 Revised Management Plan under development</li> <li>• Automated testing equipment installed</li> </ul>
	<p><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.</p>	Director Community Services	Quarterly	●	35%		<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>• Draft strategy commenced aligned with facilities, infrastructure, and capability in the community. Key elements of the strategy include recreational activities, such as, weekly fitness programs / sporting activities supported via Council grant applications and external grant funding; working with community providers to identify opportunities and new programs; extending to sport and recreational programming accessible to the region (on tour programs - All Abilities); supporting aquatic programming - Cloncurry pool; commencement of future program opportunities as infrastructure becomes available - Chinaman Creek Dam recreational and sporting access, Pathway to Chinaman Creek Dam and Eco-Trails.</li> </ul>
	<p><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.</p>	Chief Executive Officer	Annually	●	50%		<ul style="list-style-type: none"> <li>• Secure relevant tenure (freehold and reserve) over Corella Dam/Clem Walton Park.</li> </ul>	<ul style="list-style-type: none"> <li>• Discussions continue between Council and the Department, with the Department providing an initial offering during Q2. The offering needs further work to ensure the interests of both parties are met through this process.</li> </ul>
	<p><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.</p>	Director Projects	Annually	●	40%		<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 - Concept plans presented at Community Consultation. Feedback consolidated and provided to consultant to revise the design. Revised design anticipated to be presented in late-January. Consultant engaged to develop IFT &amp; IFC designs</li> <li>• Path to Chinaman Creek Dam - Proposed route &amp; ancillary infrastructure concept plans developed presented at Community Consultation. Survey and site investigation works completed. Stage 1 (Sheaffe St to Isley St) detailed design at IFT status with planned IFT in late-January; Stage 2 (Isley St to the Recreation Area) design at 60% &amp; scheduled for IFT in March.</li> </ul>

✓ Completed   
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	<p><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.</p>	Director Community Services	Monthly	●	50%		<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, recommencing again in February 2022 with a six-month program mapped to be delivered by the Library team.</li> <li>• Cloncurry Shire Council partnering with Cloncurry Justice to deliver an Indigenous First Five Forever Cultural Program - \$44k grant has been successfully extended with program delivery required by mid-year 2022.</li> <li>• Tourism Manager and Library team Gallery Program implemented with planning and delivery underway for 2 x exhibitions scheduled for 2022 (6-months displays showcasing life in Cloncurry. First Gallery program scheduled for launch end of February 2022.</li> <li>• Membership reported monthly in Council reporting. Library membership for the community and wider-region tourists travelling remain consistent with resourced support with the State Library of Queensland.</li> <li>• Grant Program - Tech Savvy targeted at training library staff to support community members with digital application successful, with training to start in the next quarter followed by community programs.</li> </ul>
	<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>	Director Community Services	Quarterly	●	50%		<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>• ArTour RADF program presented 'Bigger and Blacker' by Steven Oliver. Performance sold out with the Cloncurry community securing their tickets within 72 hours of release to attend the show.</li> <li>• Queensland Ballet Regional Tour well received by the community with classes attended from beginners ballet through to adult classes.</li> </ul>
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>	Director Community Services	Monthly	●	50%		<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>• Wed 27 Oct – Seniors Month Morning Tea and Stuart McIntosh Memorial Garden Competition presentations</li> <li>• Thur 11 Nov – Remembrance Day</li> <li>• Tue 16 Nov – Dajarra Community Christmas Party</li> <li>• Wed 1 Dec – Seniors Christmas Luncheon</li> <li>• Fri 3 Dec – Cloncurry Community Christmas Party</li> <li>• Fri 3 &amp; Sat 4 Dec – Christmas markets</li> <li>• Early Dec – Launch of Australia Day Awards and Poetry Competition</li> <li>• There was also Regions Rising (external) on Thur 25 Nov coordinated by RDA and support by the CSC event and venue team.</li> <li>• 2022 Calendar of Events established capturing CSC community events, signature events, external event - hallmark and signature events, plus workshops, conferences, health, and wellness applications</li> </ul>

✓ Completed   ● On Track   ● On Hold   ● Not Started   ● Needs Attention

	<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>	Director Community Services	Monthly	●	50%		<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 Policy reviewed based on legislative requirements and Council feedback.</li> <li>• Grant rounds and procedure implemented to commence from January 2022.</li> <li>• Applications processed and submitted to Council as required for resolution (Community Grants 21/22 period \$150k CSC funding)</li> <li>• Review underway to administer grants for the Cloncurry Shire community under RADF and NQ Sports so community is aware of funding access opportunities.</li> </ul>
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● On Track   
● On Hold   
● Not Started   
● Needs Attention

# 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	●	50%		<ul style="list-style-type: none"> <li>Value derived from memberships and delegations.</li> </ul>	Council continues to maintain a high-profile with lobbying and advocacy activity. Council continues to contribute effectively to regional organisations of which it is a member.
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	●	0%		<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>	Stalled, recruitment of staff has been delayed.
	<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	●	50%		<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>	<ul style="list-style-type: none"> <li>Strong campaign delivered by the LBN over Christmas 'Why Leave Town?' Excellent take up by the community with substantial prize money offered for winning participants.</li> <li>LBN will reconvene commencing Feb/Mar 2022</li> </ul>
	<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%		<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>	Council has had a number of conditional offers on a number of the remaining industrial lots. As yet, these offers haven't gone unconditional.
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	●	50%		<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>	There has been significant financial commitment to digital connectivity projects in the Cloncurry Shire during 2021-22: Dajarra 4GX tower, Quamby RT and Sally Creek RT projects, the Cloncurry to Dajarra Telecoms Corridor project and the Cloncurry to Karumba Telecoms Corridor Project. Of these, only the Cloncurry to Dajarra Telecoms Corridor Project progressed to execution during Q2.
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	●	10%		<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>	<ul style="list-style-type: none"> <li>Saleyards Masterplan - Planned to commence in Q3. Lot 1 on MPH34615 - Negotiations in progress.</li> <li>Bull Pens - Funding application (NQ Economic Diversification) successful (late October 2021). Project commenced in Q2 with preliminary design developed and market interest/capacity assessed. To meet the target of a bull sale in April 2022, Tender Consideration Plan required to enable compressed schedule.</li> </ul>
		Director Corporate Services	Monthly	●	50%		<ul style="list-style-type: none"> <li>No. of head of cattle.</li> <li>Profitability of Saleyards.</li> </ul>	Saleyards tracking with budget. Purchase of adjacent block completed to allow expansion of facility.

✔ Completed   
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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.	<p><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).</p>	Director Community Services	Monthly	●	50%	<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>• As anticipated visitor numbers and sales have been very low due to off-peak tourist season period.</li> <li>• Mary K Park masterplan underway with a budget commitment of \$25K to commence conceptual design and planning. Asset schedule complete across all areas of content / artifacts identification and recording to support masterplan development with the Project Team. 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> </ul>
	<p><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.</p>	Director Community Services	Monthly	●	50%	<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> <li>• As anticipated visitor numbers and sales have been very low due to off-peak tourist season period.</li> <li>• Meetings have been held with Friends of JFP and Queensland Museum Network to ascertain artifacts catalogue; valuation; procurement procedure and policy; display, exhibitions, and stories; and a review of museum building standards for museums. It is planned for the next quarter to have a representative from the Queensland Museum Network to visit Cloncurry for a week to carry out assessment and independent evaluation. Both Council and Friends of JFP will be consulted - scheduled for January 2022 pending COVID impacts.</li> <li>• Undertaking this work with the Queensland Museum Network is critical prior to moving to masterplan and design to ensure products are identified and consolidated.</li> </ul>

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	<p><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.</p>	Director Community Services	Monthly	●	50%	<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>Minor updates to reflect currency currently being implemented in particular for a changing tourism market working within the parameters of COVID.</li> <li>Projects completed and/or being undertaken in the quarter included: Digital Shopfronts; Signage Plan implementation or renewal; completion of the Commemorative Art Project.</li> <li>Eco trails under investigation for Chinaman Dam to align with revitalisation of the area in conjunction with the Projects team. This also includes supported design for aquatic and other recreational activities.</li> <li>NWMP Grant success (\$100k) to develop an Eco Digital Tour (indigenous tourism strategy) with 'Pathway to Chinaman Dam'.</li> <li>#experiencecloncurry website continually growing content with event 'What's On' portal established to house all events and experiences in one place for the community and visitors alike to access and stay up-to-date.</li> <li>Partnership with MCW Productions to deliver 2 x TV segments 'On Tour with Allan Border' approved and currently working through scheduling and briefing requirements.</li> </ul>
Council supports and invests in opportunities that promote economic diversification and a broadening of the Shire and the region's economic base.	<p><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.</p>	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>
	<p><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.</p>	Chief Executive Officer	Quarterly	●	50%	<ul style="list-style-type: none"> <li>Number 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 a number of interested parties looking to progress pilots/pre-pilots in Cloncurry during calendar year 2022. While none of these are on the scale of Survivor, the interest is encouraging.</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	●	50%		<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>• Asset Management Plans (AMP) updated as required.</li> </ul>	Currently under development, with AMPs scheduled for adoption in Q3 (February Ordinary Meeting of Council)
	<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	●	10%		<ul style="list-style-type: none"> <li>• Completion of desktop asset revaluation in 2021-22.</li> </ul>	Needs capitalisation of WIP assets to be completed, currently delayed while collating other asset information.
	<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	●	10%		<ul style="list-style-type: none"> <li>• Asset register established, updated, and maintained in line with asset acquisitions, disposals etc.</li> </ul>	Needs capitalisation of WIP assets to be completed, currently delayed while collating other asset information.
	<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	●	50%	January 2022	<ul style="list-style-type: none"> <li>• Asset Management Strategy reviewed.</li> <li>• Asset Management Policy reviewed.</li> </ul>	These documents will be presented at the January 2022 Ordinary Council meeting.
	<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	●	50%		<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>	AMP final drafts developed during Q2. Final updates and reviews underway
	<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	●	50%		Council maintains its Traffic Management Registration Scheme Status (TMRS) to work on State-controlled Roads.	In progress. Registration Status linked to audit of systems/processes.
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	●	50%		<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>	3-year plan to be updated in line with organisational needs.


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 ● Not Started   
 ● Needs Attention



<p><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.</p>	Director Projects	Quarterly	●	10%		<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>• Cloncurry Works Depot Masterplan - Planned to commence in Q3</li> <li>• John Flynn Place Development - Commence in Q2 with engagement for Qld Museums to assess and catalogue exhibits and provide input on minimum requirements for future museum display specifications</li> <li>• Cloncurry Airport Masterplan - Preliminary advice and recommendations report in progress. Applications being made of funding to support initial stage of project</li> <li>• Cloncurry Saleyards Masterplan - Planned to commence in Q3</li> <li>• Renewable Energy options analysis - Planned to commence in Q3</li> <li>• Perkins Street Subdivision - Subdivision DA obtained. Scope of Works to facilitate Design &amp; Construct works in progress. Civil design works in progress to support ECI D&amp;C.</li> </ul>
<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>	Director Infrastructure and Environment	March	●	50%		<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>	Will be based on the existing program, subject to any disaster activation during the wet season (Jan 2022-Mar 2022).
<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>	Director Infrastructure and Environment	March	●	25%		<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>	Q3-Q4 deliverable. Process initiated via development of AMP (Transport Infrastructure)
<p><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.</p>	Director Infrastructure and Environment	March	●	25%		<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>	Q3-Q4 deliverable. Process initiated via development of AMP (Water)
<p><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.</p>	Director Infrastructure and Environment	March	●	25%		<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>	Q3-Q4 deliverable. Process initiated via development of AMP (Water)
<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>	Director Infrastructure and Environment	March	●	25%		<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>	Q3-Q4 deliverable. Process initiated via development of AMP (Sewer)
<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>	Director Infrastructure and Environment	March	●	25%		<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>	Q3-Q4 deliverable. Process initiated via development of AMP (Sewer)
<p><b>WASTE MANAGEMENT - MAINTENANCE &amp; OPERATIONS</b> Council provides waste management services (kerbside collection) and waste management facilities in Cloncurry and Dajarra.</p>	Director Infrastructure and Environment	March	●	25%		<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>	Kerbside collection contract to be released in Q3 (late Jan or early Feb) Council engaged a Scrap Metal provider to collect, remove and recycle scrap metal in Q2. Project will be completed in Q3.
<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>	Director Infrastructure and Environment	March	●	25%		<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>	Council has procured a number of assets to enhance waste management operations during Q1 and Q2: dangerous goods containers, battery containers
<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>	Director Infrastructure and Environment	March	●	25%		<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>	Q3-Q4 deliverable. Process initiated via development of AMP (Buildings and Other Structures)

✓ Completed   
 ● On Track   
 ● On Hold   
 ● Not Started   
 ● Needs Attention

	<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) Mcllraith 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>	Director Infrastructure and Environment	March	●	50%	<ul style="list-style-type: none"> <li>Annual review of RMPC (Road Maintenance Performance Contract) rates completed and endorsed.</li> </ul>	Annual review due Feb. Audit/Review Feb 2022
	<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) Mcllraith Street and Ramsay Street (Flinders Highway) – Chainages 134.135 to 136.83.</p>	Director Infrastructure and Environment	Monthly	●	75%	<ul style="list-style-type: none"> <li>RMPC delivered in accordance with contract.</li> <li>Council receives monthly progress updates.</li> </ul>	Ahead of schedule
	<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>	Director Infrastructure and Environment	Monthly	●	25%	<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>	Sir Hudson Fysh Drive project will see the balance of TIDS funding expended in Q3 and Q4
	<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>	Director Infrastructure and Environment	Monthly	●	25%	<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>	Sir Hudson Fysh Drive project will see the balance of R2R funding expended in Q3 and Q4
	<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>	Chief Executive Officer	Monthly	●	75%	<ul style="list-style-type: none"> <li>Procurement for DRFA (Disaster Recovery Funding Arrangements) project management services initiated, scoped, progressed, and completed.</li> </ul>	Tender released in Q2. Tender award scheduled for Q3 (Feb Special Council meeting).
	<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>	Director Projects	Monthly	●	95%	<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>	Council nearing acquittals of all live programs.
	<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>	Chief Executive Officer	Ongoing	●	50%	<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>	Protracted negotiations in place for 2 x RUAs. Looking to finalise these agreements in Q3.
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>	Director Projects	Ongoing	●	25%	<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>	Council has a list of potential Betterment Projects. However, with no disaster activation in 20-21, there is no event to link these prospective projects to.
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>	Director Infrastructure and Environment	Ongoing	●	50%	<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>	System implemented. Training delivered during Q2. Bureau Service for ongoing servicing/training under consideration
	<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>	Director Infrastructure and Environment	June	●	25%	<ul style="list-style-type: none"> <li>Implementation of Assetic (from Q3).</li> </ul>	System utilised, but not to full capacity. To progress during Q3

✔ Completed   
● On Track   
● On Hold   
● Not Started   
● Needs Attention

	<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		50%		Monthly finance report details operational expenditure by asset class (water, wastewater, waste, buildings, and facilities etc.).	Monthly reports are provided to Directors by Cost Centre and Business Unit.
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 Completed  
  On Track  
  On Hold  
  Not Started  
  Needs Attention

# 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	●	50%		<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>	Mesquite program delivered in Q2 in partnership with Southern Gulf Catchments.
Council's waste reduction, waste management and recycling activities and initiatives promote improved environmental outcomes for the Shire and the region.	<b>WASTE MANAGEMENT - 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	●	50%		<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>	Recycling of scrap metal initiated Dec. 2021 and ongoing. Chipper unit purchased to reduce green waste volume. Battery recycling storage purchased
	<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	●	50%		<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>	Submitted to DES in Q2
	<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	●	30%		<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>	Additional staff resources allocated to facility Additional cover material sourced to address DES concerns on wind-blown litter Annual report submitted to DES in Q2 Additional work required to address some longer-term compliance challenges
	<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	●	50%		<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>	Ongoing reporting to DES
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>	Ongoing reporting to DES on treated sewage parameters. Licensing documentation to become a recycled water provider in progress. Aim to complete in Q3 2021-22. Currently in discussions with Racing Queensland in relation to release of treated effluent to the Equestrian Centre.

✔ Completed   
 ● On Track   
 ● On Hold   
 ● Not Started   
 ● Needs Attention

	<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>	Director Infrastructure and Environment	Quarterly	●	50%		<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>	Submitted to regulators Dec. 2021 Review of improvement items identified in the 3rd party audit are being reported to the Audit Committee (most recently on 30 November 2021).
	<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>	Director Infrastructure and Environment	Monthly	●	50%		<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>	SWIM results posted to website All water quality monitoring processes well established. No issues with water quality identified. Level 6 water restrictions imposed for a 24-hour period in December 2021 to address post-storm electrical issues that impacted on town supply.
	<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>	Director Infrastructure and Environment	Quarterly	●	50%		<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>	All water quality monitoring requirements being met. Design and renewal of water reticulation system ongoing Water reticulation design completed by June 30 view to construct first quarter 22-23 financial year.

✓ Completed   
 ● On Track   
 ● On Hold   
 ● 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	●	50%		<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 forum held in November 2021 with another scheduled for May 2022; Smoko with the Mayor scheduled and held regularly. Community Satisfaction Survey under development. Stakeholder engagement on Council projects include Chinaman Creek Dam Recreational Area and Pathway 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 <i>Local Government Act 2009</i> identifies the requirement to have a Corporate Plan. s165 of the <i>Local Government Regulation 2012</i> outlines the preparation requirements for the Corporate Plan and s166 of the <i>Local Government Regulation 2012</i> 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	●	50%		<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>	Council adopted its Annual Report for 2020-21 in December 2021. This report contained a review of the 5-year period between 2016-2021, including performance against Corporate Plan Deliverables.
	<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 <i>Local Government Act 2009</i> : requirement to have an Operational Plan s175 of the <i>Local Government Regulation 2012</i> 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	●	50%		<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>	Q2 Operational Plan updates provided at January 2022 Ordinary Meeting of Council.
	<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>	Consultant engaged, meetings held, and initial data provided, more comprehensive data still to be collated.
	<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	●	50%		<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>Updated Economic Strategy currently sitting with CEO for review.</li> <li>Investment and projects underway include: Butchers Creek; 7708; Perkins Street Subdivision and Bullpens.</li> <li>Rail and Roads Forum is scheduled for May 2022.</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>	1st half years rates issued, 2nd half progressing. Arrears action delayed due to staff shortages.
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	●	50%		<ul style="list-style-type: none"> <li>ICT Operational Plan developed (August) and implemented (quarterly reporting thereafter) in line with ICT Strategy.</li> </ul>	New CX3 phone system implemented.

✔ 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).	<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> outlines the preparation, content and amendment requirements for a Local Government's budget.</p>	Chief Executive Officer	Quarterly	●	50%	<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 deliverables on track
	<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>	Director Corporate Services	Annually	●	50%	<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>	2020-21 audit signed off as unqualified. Traffic light system changed and limited to audit issues 3 x green and 32 x amber received.
	<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>	Chief Executive Officer	November	✓	100%	<ul style="list-style-type: none"> <li>Observation Report tabled in line with <i>Local Government Regulation 2012</i> timeframes.</li> </ul>	Completed. Observation Report tabled in line with <i>Local Government Regulation 2012</i> requirements.
	<p><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.</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>	Chief Executive Officer	Quarterly	●	50%	<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>	Internal Audit Plan updated in November 2021. Draft Internal Audit into Organisational Culture received from internal auditor. Feedback provided and pathway to completion established.
	<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>	Chief Executive Officer	Quarterly	●	100%	<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>	Progress in line with required deliverables. Internal Audit Plan adopted and updated as required. Internal Audit program has been rolled out, with draft report for the first Internal Audit received in Q2. Will be finalised early in Q3.
	<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>	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 adopted and composition of Audit Committee confirmed: (Independent) Chair: Brenden Macrae Members: Cr Sam Daniels, Cr Vicky Campbell
	<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>	Chief Executive Officer	Quarterly	●	50%	<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>	Audit Committee requirements are being met. Most recent meeting held 30 November 2021. Minutes of this meeting will form part of January 2022 Ordinary Council meeting report.

✓ Completed   ● On Track   ● On Hold   ● Not Started   ● Needs Attention



<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>	Chief Executive Officer	Quarterly	●	40%		<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>	<p>Q2 deliverables scheduled for delivery in Q3: Enterprise Risk Framework: to be adopted in Q3 Risk Management Policy: to be reviewed in Q3</p> <p>Other items completed as scheduled: Strategic and Operational Risk Register reviewed in Q1 and Q2 Business Continuity Plan: reviewed in Q2 by ELT and activated in Q2 in response to Covid-19 Compliance reporting improving for water, sewer, waste. Council reports incorporating review of risk</p>
<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>	Chief Executive Officer	Quarterly	●	25%		<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>	<p>Delegations Register available on website. Review of delegations register must be completed in Q3 or Q4 of 2021-22.</p>
<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>	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>	<p>Local Laws available on website. Review of Local Laws must be completed in Q3 or Q4 of 2021-22.</p>
<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>	Director Corporate Services	Quarterly	●	5%		<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>	<p>First stage is progressing 17,000 documents have been transferred from the old Dataworks system into Infoexpert for 6 months to Dec 2021 - this is 50% of balance at 30/6/21</p>
<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>	Director Corporate Services	Monthly	●	30%		<ul style="list-style-type: none"> <li>Council monitors and maintains a compliant website.</li> </ul>	<p>Staff shortage has delayed the update of website compliance, will meet deadline of 30/6/2021</p>
<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>	Director Corporate Services	Annually	●	45%		<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>	<p>Insurances and Workcare policies are up to date. Reviews of insured vales will be addressed in Feb Mar. Risk Assessment is commencing with JLT in Feb - Apr.</p>
<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>	Chief Executive Officer	Monthly	●	50%		<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>	<p>All statutory policies in place.</p>

✔ Completed   
 ● On Track   
 ● On Hold   
 ● Not Started   
 ● Needs Attention

	<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>	Director Corporate Services	Monthly	●	30%	<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>	Staff shortage has delayed the policy updates, moving to appointing a contractor to manage these tasks.
	<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>	Chief Executive Officer	Annually	●	50%	<ul style="list-style-type: none"> <li>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> </li> <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
	<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: - Make more information available; - Provide equal access to information across all sectors of the community - Provide appropriate protection for individuals' privacy.</p>	Chief Executive Officer	Annually	●	25%	<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>	No issues, non-compliances to report
	<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.  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>	Director Infrastructure and Environment	November	●	50%	<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>	Road Hierarchy information is contained within the Asset Management Plan (transport). Formal policy yet to be reviewed/adopted.
	<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>	Director Infrastructure and Environment	Quarterly	●	50%	<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>	DWQMP updates online. SWIM data online. Key waste management documents to be uploaded.
	<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>	Manager Planning and Environment	Annually	●	50%	<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>	No EHO on staff, readvertised position
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"  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>	Chief Executive Officer	Quarterly	●	50%	<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>	LMS system implemented: monthly reporting provided on utilisation/completion rates; No formal Training and Development Plan in place as yet due to lack of success in recruiting for the Learning & Development Officer role. Training to date remains focused on key areas of organisational need: Stakeholder Engagement, GIS, project management, asset management etc.

✓ Completed   
● On Track   
● On Hold   
● Not Started   
● Needs Attention

	<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>	Chief Executive Officer	Quarterly	●	50%		<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>	New WHS system procured in Q2, with roll-out commencing on 17 January 2022.
	<p><b>ORGANISATIONAL CULTURE - ENGAGEMENT, ACCOUNTABILITY, RECOGNITION</b> "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>	Chief Executive Officer	Quarterly	●	50%		<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>	Staff retention rate reported on as part of monthly HR & WHS report to Council; Enterprise Bargaining Agreement process commenced; Joint Consultative Committee meetings being held quarterly; WHS Committee and HSRs in place; Performance Agreements established for CEO and Directors with Performance Reviews scheduled for February 2022.
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> 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. Ensure all Inspection and Auditing requirements are undertaken and reported accordingly.</p>	Director Infrastructure and Environment	September	✓	75%		<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>	Completed by GHD engagement and subsequent report. Listing of required works to levee bank to be actioned, sinkholes and vegetation clearing. Template for weekly review being updated and work tasks allocated amongst technical team for said inspections

✓ Completed   ● On Track   ● On Hold   ● Not Started   ● Needs Attention