



# CLONCURRY SHIRE COUNCIL

## Operational Plan Review

### Q3 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	●	75%		<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>Support for GP clinic continues, with Council off-setting operating costs by \$150,000</li> <li>Confusion persists re: status of the Cloncurry Hospital Upgrade. A range of mental health initiatives have started being rolled out by Council's Community Integration Officer (in partnership with a range of other organisations).</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	●	75%		<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>Concept designs for upgraded/new facility completed</li> <li>Grant funding application lodged for increasing numbers in childcare</li> <li>Refinements to scheduling implemented resulting in increased no. of part time placements in Q4</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	●	75%		<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>No change in Q3</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	●	25%		<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>No change in Q3. Council previously allocated funding to support RedDoor Multiskill Centre to develop an OSHC facility. Despite community interest, places were not taken up.</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	●	75%		<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>Tender awarded in Q4 2020-21.</li> <li>Council staff have been monitoring performance / compliance against contractual deliverables. Meeting scheduled with Manager in Q4.</li> </ul>
	<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	●	0%		<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>Not commenced.</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	●	75%		<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 with the Department of Resources progressed during Q3. The Department will finalise valuations and make Council an offer of purchase + offer Council terms on a sub-lease over part of the Corella Park Dam.</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.	Director Projects	Annually	●	50%	30/07/2022 - Chinaman Creek Dam Reserve Upgrade 30/06/2022 - Chinaman Creek Dam Path (Stage 1) 30/12/2022 - Chinaman Creek Dam Path (Stage 2)	<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 - Revised Concept plans presented to the Community based on the previous feedback received. Consultant engaged to develop IFT &amp; IFC designs. Procurement in progress for long-lead items.</li> <li>Path to Chinaman Creek Dam - Stage 1 (Sheaffe St to Isley St) released for tender (closed mid-March) &amp; targeting award in early-April; Stage 2 (Isley St to the Recreation Area) design at 50% &amp; IFT delayed for July 2022 release to coincide with grant funding applications.</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	●	75%		<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>F5F being delivered, including slight delay to delivery of expanded program.</li> </ul>

Completed
 On Track
 On Hold
 Not Started
 Needs Attention

	<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	●	75%		<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>• Delivery in line with grant and program requirements</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	●	75%		<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>• Events progressed.</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	●	75%		<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>• Revised policy adopted in Q2 and rolled out in Q3.</li> </ul>

 Completed
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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	●	75%		• Value derived from memberships and delegations.	• Council has been down a Director Community Services and Economic Development during Q3.
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	●	50%		• Maintain registers of preferred and/or pre-qualified suppliers for: Trades & Services, Plant Hire, Quarry Materials.	• Pre Qualified Plant Hire completed and majority under contract; Quarry being scoped; Trades & Services just commenced aiming for June 30 completion; Mechanics and Tyres are being prepared with Peak Services.
	<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	●	75%		• 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.	• Progressing in line with LBN requirements
	<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	●	50%		• Re-valuation of balance of Industrial Lots (Stage 1). • Sale of balance of Industrial Lots (Stage 1).	• Revaluation of lots completed; • A number of condition EOIs received, but no sales.
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%		• 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.	• Delivered: Cloncurry to Dajarra Telecoms Corridor • In delivery: Cloncurry to Normanton Telecoms Corridor • Funded but not commenced: Sally Creek RT, Quamby RT, Dajarra 4GX • Not funded, not commenced: Corella Park 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%	30/06/2022 - Saleyards Masterplan 30/06/2022 - Bull Pens	• Completion of Saleyards Precinct Master Plan. • Acquisition of Lot 1 on MPH34615. • Facility hosts bull sale in April 2022.	• Saleyards Masterplan - RFQ released in Q3 & targeting awarded late-March. Lot 1 on MPH34615 - Negotiations in progress - pending execution • Bull Pens - Project commenced in Q2. Tender Consideration Plan to enable compressed schedule to meet the target of a bull sale in April 2022 was not endorsed by Council - project reverted to standard timeframes. RFT & several RFQs released in Q3. RFQ's will enable facility to be ready to host sales in conjunction with temporary infrastructure & targeting award in mid-March. RFT package of works will enable installation of permeant infrastructure & targeting award in early-April.
		Director Corporate Services	Monthly	●	75%		• No. of head of cattle. • Profitability of Saleyards.	• Saleyards tracking with budget. Purchase of adjacent block completed to allow expansion of facility. Maintenance program to clean the pens is being quoted. Bull sales to proceed in April while the new bull pens will be constructed by June.
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	●	75%		• Visitor numbers • Merchandise sales • Completion of masterplan for Mary Kathleen Park (February)	• Numbers down on 2020-21, though about standard for pre-Covid years. • Masterplan in progress
	<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	●	75%		• Visitor numbers. • Merchandise sales.	• Numbers down on 2020-21, though about standard for pre-Covid years.

Completed
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 On Hold
 Not Started
 Needs Attention

	<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	●	75%		<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>• QOTA membership.</li> </ul>	<ul style="list-style-type: none"> <li>• Majority of Priority Projects progressing (Chinaman Creek Dam Recreation Area, Chinaman Creek Dam Pathway). Masterplanning for Sport &amp; Recreation Grounds and JFP will commence in Q4.</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	●	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>• Conditional funding awarded to Quamby Studios to shoot a short film;</li> <li>• Draft / template contracts for film and tv developed;</li> <li>• Application documents drafted for Venue Use (non-exclusive and exclusive)</li> <li>• Re-commencement of work on setting up Council's website offering</li> </ul>

 Completed
 On Track
 On Hold
 Not Started
 Needs Attention



# 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>	<ul style="list-style-type: none"> <li>Detailed asset condition assessments completed for town streets, kerbs, footpaths.</li> <li>Updating of asset registers and asset condition data completed in Q3.</li> </ul>
	<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	●	50%		<ul style="list-style-type: none"> <li>Completion of desktop asset revaluation in 2021-22.</li> </ul>	<ul style="list-style-type: none"> <li>Needs capitalisation of WIP assets to be completed, currently delayed while collating other asset information. Australis is conducting a review of infrastructure assets to reassess depreciation philosophy of older/redundant assets. Consultant will undertake a reconciliation of the assets to facilitate the process into asset management data</li> </ul>
	<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	●	60%		<ul style="list-style-type: none"> <li>Asset register established, updated, and maintained in line with asset acquisitions, disposals etc.</li> </ul>	<ul style="list-style-type: none"> <li>Capitalisation of WIP assets underway \$9 million Sedan Dip road completed, additional WIP assets being reconciled.</li> </ul>
	<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	●	80%		<ul style="list-style-type: none"> <li>Asset Management Strategy reviewed.</li> <li>Asset Management Policy reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>Documents under final review. Some delays following a full review of Council's asset management systems and practices.</li> </ul>
	<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>	<ul style="list-style-type: none"> <li>AMPs drafted. Further data and data refinement required prior to presentation to Council.</li> </ul>
	<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	●	75%		Council maintains its Traffic Management Registration Scheme Status (TMRS) to work on State-controlled Roads.	<ul style="list-style-type: none"> <li>No update required for Q3</li> </ul>
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>	<ul style="list-style-type: none"> <li>Plant and fleet program developed and in delivery.</li> <li>Utilisation rates are not being captured.</li> </ul>
	<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	●	20%	30/07/2022 - Cloncurry Works Depot Masterplan 30/10/2022 - John Flynn Place Masterplan 30/10/2022 - Cloncurry Airport Masterplan (preliminary options) 30/06/2022 - Saleyards Masterplan	<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 - RFQ released in Q3 &amp; awarded in late-March.</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. Discussions held with PCYC regarding future development scope</li> <li>Cloncurry Airport Masterplan - Preliminary advice and recommendations report in progress. Applications being made for funding to support initial stage of project.</li> <li>Cloncurry Saleyards Masterplan - RFQ</li> </ul>

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



						30/11/2022 - Renewable Energy options analysis 30/12/2023 - Perkins Street Subdivision	released in Q3 & awarded in late-March. • Renewable Energy options analysis - Scope of works drafted for RFQ - release on-hold. • Perkins Street Subdivision - Subdivision DA obtained. RFT for Design & Construct of civil works released in Q3 & targeting award in early-April. Scope of works for Design & Construct of houses in progress & targeting release in April. Easement agreements being drafted & targeting release in April.
<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	●	75%		• Develop 1, 3, 5-year maintenance and operations program for Transport Infrastructure. • Deliver 2021-22 maintenance and operations program for Transport Infrastructure.	• Annual maintenance program developed and being delivered to schedule • 5 years works program for TIDS developed and endorsed. Further work required for balance of transport infrastructure.
<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	●	75%		• Develop 1, 3, 5-year CapEx program for Transport Infrastructure. • Deliver 2021-22 CapEx program for Transport Infrastructure.	• Under development - major focus on Coppermine Creek Bridge and re-sealing projects TIDS + Duchess to Phosphate. • CapEx program for 2021-22 focused on Sir Hudson Fysh Upgrade (Q4 and Q1 2022-23 deliverable).
<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	●	50%		• Develop 1, 3, 5-year maintenance and operations program for Water, including maintenance of drainage channels through town • Deliver 2021-22 maintenance and operations program for Water.	• Maintenance and operations program developed. Council had hoped to transition away from its heavy reliance on external parties to assist in operations, however, this has continued to be a challenge. • Maintenance programs being embedded within Reflect/Recover to provide greater visibility and accountability in Q3 and Q4.
<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	●	50%		• Develop 1, 3, 5-year CapEx program for Water. • Deliver 2021-22 CapEx program for Water.	• Long-term planning for Cloncurry and Dajarra water treatment systems either developer and/or under development. • CapEx program for Water pushed back due to BOR R6 funding for the electrochlorination upgrade program. Upgrade to Dajarra WTP completed in Q3
<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	●	50%		• Develop 1, 3, 5-year maintenance and operations program for Sewer. • Deliver 2021-22 maintenance and operations program for Sewer.	• Under development
<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	●	50%		• Develop 1, 3, 5-year Capex program for Sewer. • Deliver 2021-22 Capex program for Sewer.	• Under development. Focus on sewer pump stations • Utilities for Perkins Street sub-division to be delivered in 2022.
<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	●	50%		• Develop 1, 3, 5-year maintenance and operations program for Waste Management. • Deliver 2021-22 maintenance and operations program for Waste Management.	• 2021-22 waste management program rolled out as a mixture of asset and equipment deliverables (e.g., fencing, landfill cells, green waste chippers, dangerous goods containers etc.) to assist in addressing compliance challenges • 3-5 year CapEx programs under development.
<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	●	60%		• Develop 1, 3, 5-year Capex program for Waste Management. • Deliver 2021-22 Capex program for Waste Management.	• 2021-22 operating environment has been a challenging one. Council has transitioned from heavy reliance on contractors to reliance on Council staff and Council owned/operated equipment. Much of this transition was completed in Q3. • Longer term planning is underway but not yet complete.
<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	●	60%		• Develop 1, 3, 5-year maintenance program for Council-owned Housing and Accommodation • Turf maintenance program developed for Sport and Recreation grounds	• Turf maintenance program commissioned in Q3. Completion scheduled for Q4 • Maintenance program for all buildings (Council owned accommodation and facilities) for 2021-22 being delivered.

 Completed
  On Track
  On Hold
  Not Started
  Needs Attention

							<ul style="list-style-type: none"> <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>	Housing utilisation rate increasing in Q3 and will reach 100% in Q4. Longer term maintenance programming is underway but not yet complete.
	<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	●	75%		<ul style="list-style-type: none"> <li>Annual review of RMPC (Road Maintenance Performance Contract) rates completed and endorsed.</li> </ul>	<ul style="list-style-type: none"> <li>To be completed in April (Q4)</li> </ul>
	<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	●	75%		<ul style="list-style-type: none"> <li>RMPC delivered in accordance with contract.</li> <li>Council receives monthly progress updates.</li> </ul>	<ul style="list-style-type: none"> <li>RMPC is being completed in accordance with contract.</li> <li>Monthly progress updates provided via Council meeting report.</li> </ul>
	<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	●	75%		<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>	<ul style="list-style-type: none"> <li>TIDS for 2021-22 allocated to Sir Hudson Fysh Drive project. Contract awarded in Q3 and will be delivered in Q4.</li> </ul>
	<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	●	75%		<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>	<ul style="list-style-type: none"> <li>R2R for 2021-22 allocated to Sir Hudson Fysh Drive project. Contract awarded in Q3 and will be delivered in Q4.</li> </ul>
	<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.	Chief Executive Officer	Monthly	✓	100%		<ul style="list-style-type: none"> <li>Procurement for DRFA (Disaster Recovery Funding Arrangements) project management services initiated, scoped, progressed, and completed.</li> </ul>	<ul style="list-style-type: none"> <li>Completed in Q3.</li> </ul>
	<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 Projects	Monthly	●	75%		<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>	<ul style="list-style-type: none"> <li>All close outs of previous programs either completed or nearing completion.</li> </ul>
	<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.	Chief Executive Officer	Ongoing	●	75%		<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>	<ul style="list-style-type: none"> <li>Currently negotiating 2 x RUAs.</li> <li>NHVR authorisations under review with assistance from LGAQ. Efficiency dividends anticipated.</li> </ul>
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 Projects	Ongoing	●	75%		<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>	<ul style="list-style-type: none"> <li>Betterment list maintained. No eligible event in 2021-22. Potential eligibility for an event in 2022-23.</li> </ul>
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	●	75%		<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>	<ul style="list-style-type: none"> <li>MapInfo implemented and a work in progress to continue updating. Bureau Service to be adopted in 2022-23.</li> </ul>

Completed
 On Track
 On Hold
 Not Started
 Needs Attention



	<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		25%		<ul style="list-style-type: none"> <li>• Implementation of Assetic (from Q3).</li> </ul>	<ul style="list-style-type: none"> <li>• Assetic set-up as Asset Register. Additional modules not implemented.</li> <li>• Council has commenced implementation of Reflect/Recover across full range of asset classes.</li> </ul>
	<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		75%		Monthly finance report details operational expenditure by asset class (water, wastewater, waste, buildings, and facilities etc.).	<ul style="list-style-type: none"> <li>• Monthly reports are provided to Directors by Cost Centre and Business Unit.</li> </ul>

 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	●	75%		<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>	<ul style="list-style-type: none"> <li>• Budget adopted.</li> <li>• Mesquite program delivered in Q2 and Q3.</li> <li>• Rubbervine and calotrope program to be delivered in Q4.</li> </ul>
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	●	75%		<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>	<ul style="list-style-type: none"> <li>• Non-formal review of WRRP completed.</li> </ul>
	<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	●	75%		<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>	<ul style="list-style-type: none"> <li>• Process underway. Significant improvements in compliance at GWF and RWF</li> </ul>
	<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	●	75%		<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>	<ul style="list-style-type: none"> <li>• Council is meeting all reporting and compliance requirements as of Q3.</li> </ul>
	<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	●	75%		<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>	<ul style="list-style-type: none"> <li>• Council is meeting all reporting and compliance requirements as of Q3.</li> </ul>
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	●	75%		<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>	<ul style="list-style-type: none"> <li>• Council is meeting all reporting and compliance requirements as of Q3.</li> </ul>
	<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	●	75%		<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</li> </ul>	<ul style="list-style-type: none"> <li>• Council is meeting all reporting and compliance requirements as of Q3.</li> </ul>

 Completed
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  Not Started
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							improvement activities recommended by 3rd Party Audit.	
	<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	●	75%		<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>	<ul style="list-style-type: none"> <li>Council is meeting all reporting and compliance requirements as of Q3.</li> </ul>
	<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	●	75%		<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>	<ul style="list-style-type: none"> <li>Council is meeting all reporting and compliance requirements as of Q3.</li> </ul>

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# 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	●	75%		<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>	<ul style="list-style-type: none"> <li>All items per Operational Plan timeframes with the exception of the Community Satisfaction Survey. Further discussion to be had in relation to timing of the CSS (suggested July 2022, September 2023 before moving to a CSS every second year).</li> </ul>
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	●	75%		<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>	<ul style="list-style-type: none"> <li>Corporate Plan initial reviewed scheduled for the April 2022 workshop. Further amendments to be considered post-workshop.</li> <li>Review of previous 5-year Corporate Plan completed in Q2 as part of the 20-21 Annual Report submission.</li> </ul>
	<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	●	75%		<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>	<ul style="list-style-type: none"> <li>Quarterly reports submitted in line with statutory requirements</li> <li>Draft Operational Plan for 2022-23 under development. Will be presented for consideration at the May 2022 workshop.</li> </ul>
	<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	●	75%		<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>	<ul style="list-style-type: none"> <li>Consultant engaged, meetings held with key stakeholders and initial data provided.</li> <li>Draft report due week ended April 8.</li> </ul>
	<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	●			<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>Draft review completed. Further progress limited by departure of Director Community Services and Economic Development.</li> <li>State Development will partner with Council to renew/update the EDS in 2021-22 and early 2022-23.</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	●	75%		<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>	<ul style="list-style-type: none"> <li>All rates issued on time, some errors identified and corrected. These occurred due to staff shortages. Consultant engaged to review all rates data particularly Water reads. New employee commences early May.</li> </ul>
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%	June 2022	<ul style="list-style-type: none"> <li>ICT Operational Plan developed (August) and implemented (quarterly reporting thereafter) in line with ICT Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>New CX3 phone system implemented. Upgrade of budgeted hardware on track. IT staff have provided the GWI Group with data for the ICT Strategy.</li> </ul>

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> outlines the preparation, content and amendment requirements for a Local Government's budget.	Chief Executive Officer	Quarterly	●	75%	<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>	<ul style="list-style-type: none"> <li>• Budget process adopted.</li> <li>• Budget Policy adopted.</li> <li>• Budget amendment to be delivered in April 2022 as opposed to February 2022</li> </ul>
	<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	●	60%	<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>	<ul style="list-style-type: none"> <li>• 2020-21 audit signed off as unqualified. Traffic light system changed and limited to audit issues 3 x green and 32 x amber received. 21-22 Interim audit booked for May 9 still awaiting the Audit Plan. Shell Statements completed and will be issued on time.</li> </ul>
	<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	✓	100%	<ul style="list-style-type: none"> <li>• Observation Report tabled in line with <i>Local Government Regulation 2012</i> timeframes.</li> </ul>	<ul style="list-style-type: none"> <li>• Submitted in Q2 in accordance with statutory timeframes</li> </ul>
	<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.  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	●	75%	<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>• Adopted and in delivery</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	●	75%	<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>	<ul style="list-style-type: none"> <li>• All three internal audits in final draft in Q3</li> <li>• Status update to be presented to the Audit Committee in Q4</li> </ul>
	<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	●	75%	<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>	<ul style="list-style-type: none"> <li>• Budget for 2021-22 adopted. Budget under development for 2022-23.</li> <li>• Composition of Audit Committee to be confirmed in Q4</li> </ul>
	<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	●	75%	<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>• All items on track.</li> <li>• Self-assessment to be completed at Q4 meeting</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		70%		<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>	<ul style="list-style-type: none"> <li>ERMF presented to Council in Q3. Will be presented to the Audit Committee in Q4 before adoption in Q4 (slightly delayed).</li> <li>Annual review of ERMF completed by ELT and Council in Q3. To be reviewed by the Audit Committee in Q4.</li> <li>Other items on track with the exception of the review of the Fraud Risk Register. This will be completed in May 2022.</li> </ul>
	<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		30%	Sept 2022	<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>	<ul style="list-style-type: none"> <li>Review of Council to CEO delegations initiated in Q4 and will continue throughout Q4 2021-22 and Q2-3 2022-23.</li> </ul>
	<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%	Jul 2022	<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>	<ul style="list-style-type: none"> <li>No formal review in Q3</li> </ul>
	<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		20%		<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>	<ul style="list-style-type: none"> <li>First stage is progressing 17,000 documents have been transferred from the old Dataworks system into MagiQ Documents for 6 months to Dec 2021 - this is 50% of balance at 30/6/21. Will obtain good feedback from the ICT Strategy to plan way forward.</li> </ul>
	<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		40%		<ul style="list-style-type: none"> <li>Council monitors and maintains a compliant website.</li> </ul>	<ul style="list-style-type: none"> <li>Staff shortage has delayed the update of website compliance, will meet deadline of 30 June 2022. Updated the contracts.</li> </ul>
	<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		55%		<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>	<ul style="list-style-type: none"> <li>Insurances and Workcare policies are up to date. Reviews of insured values will be addressed in Feb Mar. Quotes being sought and a review of the existing asset list underway.</li> </ul>
	<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		75%		<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>	<ul style="list-style-type: none"> <li>On track</li> </ul>

 Completed
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	<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		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>	<ul style="list-style-type: none"> <li>Staff shortage has delayed the policy updates, moving to appointing a contractor to manage these tasks. Contractor has been engaged and will move to policies soon.</li> </ul>
	<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		75%		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>	<ul style="list-style-type: none"> <li>In accordance with requirements</li> </ul>
	<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		75%		<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>	<ul style="list-style-type: none"> <li>In accordance with requirements</li> </ul>
	<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		75%		<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>	<ul style="list-style-type: none"> <li>Draft Road Policy developed. Final review underway prior to presentation at May Workshop.</li> </ul>
	<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		75%		<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>	<ul style="list-style-type: none"> <li>Website is compliant.</li> </ul>
	<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>	<ul style="list-style-type: none"> <li>Not completed.</li> <li>Will be delivered in Q4</li> </ul>
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		75%		<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 implemented in Q1. Progressively refined through Q2-Q3</li> <li>Marginal progress against L&amp;D objectives in Q3. L&amp;D Officer appointed late in Q3.</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	●	75%	<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>• Digital SMS implemented and being rolled out progressively. System and general safety management systems, processes and practices the subject of 3rd party audit in Q3.</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	●	75%	<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>• Some positive signs in Q3 with a slight increase in retention rate, though tricky to compare across years given data availability.</li> <li>• JCC resourced and functioning. Meeting held in Q3</li> <li>• WHS Committee resourced and functioning. Meeting held in Q3.</li> <li>• CA negotiations commenced at the end of Q3 and will progress through Q4 and Q1 of 2022-23.</li> <li>• Executive Performance Reviews completed.</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 referrable 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	●	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>	<ul style="list-style-type: none"> <li>• Emergency EAP is up to date and out for review again</li> <li>• EAP drill not completed in 2021-22. To be completed in Q2 2022-23</li> <li>• Risk review completed</li> </ul>

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