



CLONCURRY SHIRE COUNCIL

Operational Plan Review

Q4 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.	HEALTH & AGED CARE SERVICES 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	●	90%		<ul style="list-style-type: none"> % implementation of Health Vision. Support for GP clinic. 	<ul style="list-style-type: none"> GP clinic subsidised by Council in 2021-22. Continuation of subsidy budgeted for in 2022-23 Council advocacy in support of Health Vision deliverables (the majority of which are outside Council's direct responsibility) continues with frequent engagement of the NWHHS and key State Government representatives. Community Integration Officer arranged a number of events and programs, including completion of Mental Health First Aid training for community members (conducted by the Royal Flying Doctor Service (RFDS)).
Council supports, through direct investment or through facilitation and advocacy, childcare, and Out of School Hours Care services in Cloncurry.	CHILDCARE SERVICES 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	●	90%		<ul style="list-style-type: none"> Council reduces waiting list numbers through appropriate staff and infrastructure investments. 	<ul style="list-style-type: none"> Council has increased utilisation rates at the Child Care facility but has not made much of a dent in wait list numbers. Additional staff recruited during Q4 for commencement in Q1 2022-23. Council has secured funding under the QRA's RR program and the State of Queensland's LGGSP program to progress the expansion of the Curry Kids Early Learning Centre. This project aims to increase available places and reduce wait lists.
	CHILDCARE SERVICES 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	●	90%		<ul style="list-style-type: none"> Council receives a "Meeting" or "Exceeding" rating for the Curry Kids Early Learning Centre. 	<ul style="list-style-type: none"> An audit of the facility was completed in Q4. Council is yet to receive the outcome of the audit report.
	OUT OF SCHOOL HOURS CARE 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	●	0%		<ul style="list-style-type: none"> Council supports vacation care services in Cloncurry for 2021-22. Council supports after school care services in Cloncurry for 2021-22. 	<ul style="list-style-type: none"> Red Door Multi Skill Centre looked at launching a program but this was discontinued due to a lack of interest.
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.	SPORT & RECREATION 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	●	90%		<ul style="list-style-type: none"> Complete tender process and award contract for management of the Cloncurry Swimming Pool. 	<ul style="list-style-type: none"> Extension of contract discussions completed in Q4 2021-22.
	SPORT & RECREATION 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"> Development and implementation of a 5-year Sport & Recreation Strategy to coincide with the 2021-26 Corporate Plan. 	<ul style="list-style-type: none"> Not commenced in 2021-22. Adopted as a deliverable for 2022-23.
	SPORT & RECREATION TOURISM 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"> Secure relevant tenure (freehold and reserve) over Corella Dam/Clem Walton Park. 	<ul style="list-style-type: none"> The Department of Resources is in the process of offering Council a purchase price for part of the area in question and terms and conditions for a sub-lease over part of the area in question.
	SPORT & RECREATION TOURISM 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%		<ul style="list-style-type: none"> Completion of phase 1 of Chinaman Creek Dam Reserve Upgrade. Completion of path from town to Chinaman Creek Dam. 	<ul style="list-style-type: none"> Chinaman Creek Dam Reserve Upgrade - IFT & IFC designs being finalised for RFT to be released in July 2022. Procurement completed for long-lead items. Path to Chinaman Creek Dam - Stage 1 (Sheaffe St to Isley St) construction contract awarded and works commenced in May for a scheduled completion in June; Stage 2 (Isley St to the Recreation Area) design at 90% & IFT delayed for

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								July 2022 release to coincide with grant funding applications & FY22-23 Cx Budget. June; Stage 2 (Isley St to the Recreation Area) design at 90% & IFT delayed for July 2022 release to coincide with grant funding applications & FY22-23 Cx Budget.
	LIBRARY SERVICES & GALLERY 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	●	100%		<ul style="list-style-type: none"> • First Five Forever Program delivered. • Longitudinal data on membership and usage developed. 	<ul style="list-style-type: none"> • First Five Forever program delivered; • Longitudinal data sets presented in Council meeting reports
	REGIONAL ARTS & DEVELOPMENT FUND (RADF) 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	●	100%		<ul style="list-style-type: none"> • Council delivers RADF program in line with program guidelines and Committee terms and conditions. 	<ul style="list-style-type: none"> • RADF Committee established and program delivered in accordance with guidelines.
Council delivers and sponsors the delivery of a range of events that appeal to locals and visitors.	EVENTS - COUNCIL 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	●	100%		<ul style="list-style-type: none"> • Council budgets for and delivers the following events: Beat the Heat, Anzac Day, Australia Day, and other events of National/Local significance. 	<ul style="list-style-type: none"> • Events budgeted and delivered. Events budget adopted for 2022-23 in Q4.
	EVENTS - COMMUNITY 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	●	100%		<ul style="list-style-type: none"> • Council budgets for and supports community events in line with relevant policies (e.g., Grants to Community Organisations). 	<ul style="list-style-type: none"> • Support for community events delivered in 2021-22. Continued commitment confirmed via 2022-23 budget adoption in Q4.

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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.	ADVOCACY 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	✔	100%		<ul style="list-style-type: none"> Value derived from memberships and delegations. 	Council continues to play an active role in local and regional organisations, keeping Cloncurry issues and opportunities front and centre.
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.	DEVELOPMENT OF COMPETITIVE LOCAL BUSINESS & INDUSTRY 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	●	100%		<ul style="list-style-type: none"> Maintain registers of preferred and/or pre-qualified suppliers for: Trades & Services, Plant Hire, Quarry Materials. 	<ul style="list-style-type: none"> Registers maintained and improved. Plant Hire ROPS re-established in Q4 2021-22. New suite of tenders released in Q4 2021-22 for Trades & Services and Quarries. These supplier panels will be re-established in Q1 2022-23. Work underway on Mechanical Services and Tyre/Batteries ROPS. To be released in Q1 2022-23.
	LOCAL BUSINESS - LOCAL BUSINESS NETWORK Cloncurry's Local Business Network provides valuable insights to Council on needs and opportunities for local businesses in the Shire.	Director Community Services	Quarterly	●	100%		<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Secretarial support provided. Commitment renewed for 2022-23. Council has continued to support and invest in LBN recommendations, including signing up to the Small Business Friendly Charter.
	LAND SALES - INDUSTRIAL Council is seeking to sell the final six (6) of seventeen (17) fully serviced Industrial lots in Cloncurry. https://www.cloncurry.qld.gov.au/downloads/file/1191/industrial-estate-brochure-current	Chief Executive Officer	Quarterly	●	25%		<ul style="list-style-type: none"> Re-valuation of balance of Industrial Lots (Stage 1). Sale of balance of Industrial Lots (Stage 1). 	<ul style="list-style-type: none"> Revaluation of lots completed. Multiple conditional offers received but none progress through to unconditional offer or purchase.
Council invests directly in, or supports through lobbying and advocacy efforts, the continued improvement of digital connectivity in Cloncurry and the region.	DIGITAL CONNECTIVITY 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"> 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. 	<ul style="list-style-type: none"> Telstra due to provide an update on the Dajarra 4GX, Quamby and Sally Creek projects at the 13-14 July NWQROC meeting in Mount Isa. Cloncurry to Dajarra Telecommunications Corridor completed Cloncurry to Karumba Telecommunications Corridor construction is scheduled to commence in September 2022. Council received notification that the Corella Park Dam mobile black spot project had been abandoned by Vodafone. Council is reviewing other opportunities to have services at this site improved.
Council's business units are commercially viable (Cloncurry Saleyards, Cloncurry Aerodrome, Curry Kids Early Learning Centre).	CLONCURRY SALEYARDS 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	●	90%		<ul style="list-style-type: none"> Completion of Saleyards Precinct Master Plan. Acquisition of Lot 1 on MPH34615. Facility hosts bull sale in April 2022. 	<ul style="list-style-type: none"> Saleyards Masterplan - Consultant engaged late-March and works in progress. Lot 1 on MPH34615 - acquired. Bull Pens - Project commenced in Q2. RFT & several RFQs released awarded. RFQ's enabled facility to be prepared to host sales in early-May. RFT package of works for installation of permanent infrastructure awarded in early-April, Engineered designs completed, materials delivered and construction/installation in progress for 30 June completion
		Director Corporate Services	Monthly	●	100%		<ul style="list-style-type: none"> No. of head of cattle. Profitability of Saleyards. 	<ul style="list-style-type: none"> 2021-22 numbers should exceed all previous years except 2019. Council have approved an increase in fees in Q4 that will improve profitability in 2022-23

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								in fees(comparable with Qld Saleyards) that will improve profitability in 2022-23
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.	TOURISM - VISITOR INFORMATION CENTRE & MARY KATHLEEN PARK 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	●	50%		<ul style="list-style-type: none"> • Visitor numbers • Merchandise sales • Completion of masterplan for Mary Kathleen Park (February) 	<ul style="list-style-type: none"> • Visitor numbers and merchandise sales recorded in monthly Council meeting reports. Slightly down on numbers in Q4 2021-22 as compared with Q4 2020-21. • Mary K Masterplan not completed. • Revenue is close to the previous financial year with 18 days to go in the financial year figures are expected to be similar. • Masterplanning for Mary Kathleen Park is in process with projects team.
	TOURISM - JOHN FLYNN PLACE 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	●	100%		<ul style="list-style-type: none"> • Visitor numbers. • Merchandise sales. 	<ul style="list-style-type: none"> • Visitor numbers and merchandise sales recorded in monthly Council meeting reports. Slightly down on numbers in Q4 2021-22 as compared with Q4 2020-21.
	TOURISM 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	●	50%		<ul style="list-style-type: none"> • Review and update to Tourism Strategy. • % implementation of Tourism Strategy. • Completion of Priority Projects as these relate to Tourism. • OQTA membership. 	<ul style="list-style-type: none"> • Priority Projects progressed: Chinaman Creek Dam Recreation Area Upgrade (completion in Dec 2022), Chinaman Creek Dam Pathway (Stage 1 - 95% complete in Q4, Stage 2 to be released via RFT in Q1 2022-23). • Tourism Strategy update to be incorporated into broader update of EDS in 2022-23.
Council supports and invests in opportunities that promote economic diversification and a broadening of the Shire and the region's economic base.	ECONOMIC DIVERSIFICATION - IRRIGATED AGRICULTURE 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	●	25%		<ul style="list-style-type: none"> • Trial cropping project commenced and completed (or abandoned, subject to water access/price). 	<ul style="list-style-type: none"> • Negotiations with Sunwater around water access & price not favourable. Feasibility study considerations around alternative sources of water
	ECONOMIC DIVERSIFICATION - FILM & TV 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"> • Number and success of advocacy efforts to attract film and TV production to Cloncurry. • Return on Investment. 	<ul style="list-style-type: none"> • Council has reached in principle support with Quamby Studios in relation to progressing the short film "The Bank Manager". • Council has also been liaising with Screen Queensland in relation to future filming opportunities.

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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.	ASSET CONDITION ASSESSMENTS 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	●	75%		<ul style="list-style-type: none"> Council develops an asset condition assessment plan with associated budget (e.g., for culverts, bridges, sporting facilities etc.). Asset condition assessments are completed in line with Asset Condition Assessment Plan. Asset Management Plans (AMP) updated as required. 	<ul style="list-style-type: none"> Asset condition assessments completed for some asset classes (town streets, footpaths etc.).
	ASSET VALUATIONS 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	●	85%		<ul style="list-style-type: none"> Completion of desktop asset revaluation in 2021-22. 	<ul style="list-style-type: none"> Desktop valuations delayed from valuer (due Q4 2021-22. Asset register transferred from Assetic to Synergysoft. Data classes updated in the process.
	ASSET REGISTER 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	●	90%		<ul style="list-style-type: none"> Asset register established, updated, and maintained in line with asset acquisitions, disposals etc. 	<ul style="list-style-type: none"> Financial data currently being processed in time for EOY processes. Asset register transferred from Assetic to Synergysoft and updated the data classes in the process. This will save on licence fees and make it more user friendly for staff.
	ASSET MANAGEMENT STRATEGY & POLICY 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	●	100%		<ul style="list-style-type: none"> Asset Management Strategy reviewed. Asset Management Policy reviewed. 	<ul style="list-style-type: none"> Revised and updated Asset Management Policy and Strategy adopted. Asset Management Plans drafted and will be confirmed subject to receipt of updated valuation data from Australis.
	ASSET MANAGEMENT PLANS 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"> Asset Management Plans reviewed annually for the following asset classes: transport, water supply, sewer, buildings, and other structures. AMPs inform operational, maintenance, renewal, upgrade, acquisition, and disposal decisions. 	<ul style="list-style-type: none"> Drafts completed, but not adopted. Once new asset valuation data is received from Australis, plans will be updated.
	TRANSPORT INFRASTRUCTURE - RMPC - TRAFFIC MANAGEMENT REGISTRATION SCHEME 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	●	100%		<ul style="list-style-type: none"> Council maintains its Traffic Management Registration Scheme Status (TMRS) to work on State-controlled Roads. 	<ul style="list-style-type: none"> No issues
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements.	PLANT AND FLEET 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	●	100%		<ul style="list-style-type: none"> 1, 3, 6-year plant replacement program developed and delivered. Development and implementation of plant/fleet maintenance program. Council benchmarks plant utilisation against sector and industry standards. 	<ul style="list-style-type: none"> Programme reviewed annually in-line with plant performance and usage Plant Acquisition and Replacement Program budget for 2022-23 adopted in Q4 2021-22





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<p>ASSET & PROJECT - MASTERPLANNING 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	●	30%		<ul style="list-style-type: none"> • Masterplan completed for Cloncurry Works Depot. • John Flynn Place Development progresses through selected Project Assessment Framework. • Masterplan for Cloncurry Airport, including lighting and drainage infrastructure. • Masterplan and detailed design completed for Cloncurry Saleyards. • Renewable Energy options analysis. • Perkins Street Subdivision. 	<ul style="list-style-type: none"> • Cloncurry Works Depot Masterplan - Consultant engaged late-March and works in progress. • 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. Scope of work developed for RFQ/RFT to be released in Q4 & targeting award in late-July / early-August. • Cloncurry Airport Masterplan - Preliminary advice and recommendations report in progress. Funding obtained to support initial stage of project. Scope of work to be developed for RFT to be released in 1Q23. • Cloncurry Saleyards Masterplan - Consultant engaged late-March and works in progress. • Renewable Energy options analysis - Scope of works drafted for RFQ - release on-hold. • Perkins Street Subdivision - Subdivision DA obtained. Design & Construct Contract for civil works awarded in early-April and works in progress. Scope of works for Design & Construct of houses in progress & targeting release in June. Easement agreements being drafted & targeting execution in July/August."
<p>TRANSPORT - MAINTENANCE 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	●	60%		<ul style="list-style-type: none"> • Develop 1, 3, 5-year maintenance and operations program for Transport Infrastructure. • Deliver 2021-22 maintenance and operations program for Transport Infrastructure. 	<ul style="list-style-type: none"> • 2021-22 program delivered • Annual program developed for 2022-23 • Multi-year program not yet developed
<p>TRANSPORT - CAPEX 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	●	75%		<ul style="list-style-type: none"> • Develop 1, 3, 5-year CapEx program for Transport Infrastructure. • Deliver 2021-22 CapEx program for Transport Infrastructure. 	<ul style="list-style-type: none"> • 2021-22 program delivered • Annual program developed for 2022-23 • Multi-year program not yet developed
<p>WATER SUPPLY & TREATMENT - MAINTENANCE Council provides a drinking water service in Cloncurry and non-potable water services in Dajarra, Kajabbi and Malbon.</p>	Director Infrastructure and Environment	March	●	75%		<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 2021-22 program delivered; • Budget for 2022-23 program adopted in Q4 2021-22
<p>WATER SUPPLY & TREATMENT - CAPEX Council provides a drinking water service in Cloncurry and non-potable water services in Dajarra, Kajabbi and Malbon.</p>	Director Infrastructure and Environment	March	●	75%		<ul style="list-style-type: none"> • Develop 1, 3, 5-year CapEx program for Water. • Deliver 2021-22 CapEx program for Water. 	<ul style="list-style-type: none"> • 2021-22 program delivered; • Budget for 2022-23 program adopted in Q4 2021-22
<p>SEWER - MAINTENANCE & OPERATIONS 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	●	75%		<ul style="list-style-type: none"> • Develop 1, 3, 5-year maintenance and operations program for Sewer. • Deliver 2021-22 maintenance and operations program for Sewer. 	<ul style="list-style-type: none"> • 2021-22 program delivered; • Budget for 2022-23 program adopted in Q4 2021-22
<p>SEWER - CAPEX 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	●	90%		<ul style="list-style-type: none"> • Develop 1, 3, 5-year Capex program for Sewer. • Deliver 2021-22 Capex program for Sewer. 	<ul style="list-style-type: none"> • Major works at STP completed in 2021-22 (PC in Q4 for Sewerage Treatment Plant). • Budget for 2022-23 program focused on planning for SPS renewal • Multi-year program not yet developed
<p>WASTE MANAGEMENT - MAINTENANCE & OPERATIONS Council provides waste management services (kerbside collection) and waste management facilities in Cloncurry and Dajarra.</p>	Director Infrastructure and Environment	March	●	90%		<ul style="list-style-type: none"> • Develop 1, 3, 5-year maintenance and operations program for Waste Management. • Deliver 2021-22 maintenance and operations program for Waste Management. 	<ul style="list-style-type: none"> • 2021-22 maintenance plan delivered, leading to increased compliance at Cloncurry landfill sites. • Multi-year program not yet developed

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<p>WASTE MANAGEMENT - CAPEX 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	●	75%	<ul style="list-style-type: none"> Develop 1, 3, 5-year Capex program for Waste Management. Deliver 2021-22 Capex program for Waste Management. 	<ul style="list-style-type: none"> CapEx program delivered in 2021-22 (new landfill cells, minor fencing program, purchase of plant and equipment) No CapEx projects scheduled for 2022-23.
<p>BUILDINGS AND OTHER STRUCTURES - MAINTENANCE & OPERATIONS 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	●	90%	<ul style="list-style-type: none"> Develop 1, 3, 5-year maintenance program for Council-owned Housing and Accommodation Turf maintenance program developed for Sport and Recreation grounds Develop 1, 3, 5-year maintenance program for Buildings and Other Structures. Deliver 2021-22 maintenance program for Buildings and Other Structures. 	<ul style="list-style-type: none"> Response to building maintenance issues timely with quality of repair actions improved
<p>TRANSPORT INFRASTRUCTURE - RMPC - RATES 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.</p>	Director Infrastructure and Environment	March	●	90%	<ul style="list-style-type: none"> Annual review of RMPC (Road Maintenance Performance Contract) rates completed and endorsed. 	<ul style="list-style-type: none"> Completed and rates incorporated into new RMPC arrangement
<p>TRANSPORT INFRASTRUCTURE - RMPC - DELIVERY The Road Maintenance and Performance Contract provides for Local Government staff to work on State-controlled roads. In the Cloncurry Shire, the RMPC contract is relevant to the following roads: (7708) Cloncurry to Dajarra Road – Chainages 0 to 169.08. (15A) Barkly Highway – Chainage 0 to .2.218. (14E) Mcllwraith Street and Ramsay Street (Flinders Highway) – Chainages 134.135 to 136.83.</p>	Director Infrastructure and Environment	Monthly	●	75%	<ul style="list-style-type: none"> RMPC delivered in accordance with contract. Council receives monthly progress updates. 	<ul style="list-style-type: none"> 2021-22 RMPC completed 2022-23 RMPC adopted. Forward list of works submitted for July 2022 in Q4 2021-22.
<p>TRANSPORT INFRASTRUCTURE - TIDS 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	●	100%	<ul style="list-style-type: none"> All TIDS (Transport Infrastructure Development Scheme) projects meet eligibility, time, quality, budget and reporting requirements. Council receives monthly progress updates. 	<ul style="list-style-type: none"> 2021-22 funding requirements met. PC on relevant project achieved by 30 June 2022. Monthly project reports received via Council meeting reporting.
<p>TRANSPORT INFRASTRUCTURE - R2R 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	●	100%	<ul style="list-style-type: none"> All Roads 2 Recovery (R2R) projects meet eligibility, time, quality, budget and reporting requirements. Council receives monthly progress updates. 	<ul style="list-style-type: none"> 2021-22 funding requirements met. PC on relevant project achieved by 30 June 2022. Monthly project reports received via Council meeting reporting.
<p>TRANSPORT INFRASTRUCTURE - DRFA - PROJECT MANAGEMENT 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	●	100%	<ul style="list-style-type: none"> Procurement for DRFA (Disaster Recovery Funding Arrangements) project management services initiated, scoped, progressed, and completed. 	<ul style="list-style-type: none"> Completed
<p>TRANSPORT INFRASTRUCTURE - DRFA - PROJECT/PROGRAM DELIVERY 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	●	100%	<ul style="list-style-type: none"> All DRFA projects are compliant with regard to eligibility, time, cost, quality and reporting requirements. Council receives monthly progress updates. 	<ul style="list-style-type: none"> All close outs of previous programs completed.
<p>ROAD USE AGREEMENTS / REGULATION OF HEAVY VEHICLES 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.</p>	Chief Executive Officer	Ongoing	●	75%	<ul style="list-style-type: none"> Road Use Agreement (RUA) signed where >10,000t of relevant material is carted on a local controlled road. NHVR permits/licences reviewed as and when required. Road openings/closures have regard to GVM. Annual review of RUAs. 	<ul style="list-style-type: none"> RUAs under review; RUA negotiations with CRA and ROM continued in Q4 2021-22

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

Council identifies opportunities and leverages funding to build more resilient infrastructure.	TRANSPORT INFRASTRUCTURE - DRFA - BETTERMENT PROJECTS 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		100%		<ul style="list-style-type: none"> • Council develops and maintains list of Betterment projects. • Council will not be in a position to secure Betterment Funding in 2021-22 as there was no disaster activation for 2021. 	<ul style="list-style-type: none"> • Betterment list maintained. No eligible event in 2021-22. Council is eligible for an event in 2022-23 and this event has Betterment Funding associated with it. Further investigation to take place in Q1 2022-23.
Council invests in projects and initiatives that improve efficiencies in service delivery while achieving the same or a higher level of service.	GEOGRAPHIC INFORMATION SYSTEMS (GIS) 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		100%		<ul style="list-style-type: none"> • Implementation of MapInfo project. • 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. 	<ul style="list-style-type: none"> • Budget adopted in Q4 for the roll-out of the bureau service in 2022-23. • Adhoc GIS arrangements and deliverables progressed in 2021-22
	BUSINESS SYSTEMS & APPLICATIONS - ASSET MANAGEMENT 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		75%		<ul style="list-style-type: none"> • Implementation of Assetic (from Q3). 	<ul style="list-style-type: none"> • Departure from Assetic confirmed. Implementation of new Asset Information System took place from Q3, continued through Q4 and will continue in 2022-23.
	FINANCIAL REPORTING - EXPENDITURE BY ASSET CLASS 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		100%		Monthly finance report details operational expenditure by asset class (water, wastewater, waste, buildings and facilities etc.).	<ul style="list-style-type: none"> • Capital expenditure reports are provided to council monthly, and detail of capex projects summarised by the Projects team.

 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.	BIOSECURITY PLAN 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	●	100%		<ul style="list-style-type: none"> Adopt Budget to enable required actions under the Biosecurity Plan 2019-23. % implementation of Biosecurity Plan (Action Plan). 	<p>Biosecurity Plan implemented in the following areas:</p> <ul style="list-style-type: none"> Mesquite program completed in Q4 Eastern bank of Cloncurry River targeted in Q4 (rubber vine, calotropin and other weeds) 1080 aerial baiting completed in Q4
Council's waste reduction, waste management and recycling activities and initiatives promote improved environmental outcomes for the Shire and the region.	WASTE MANAGEMENT - WASTE REDUCTION & RECYCLING PLAN 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"> Adopt/Review/Amend Waste Reduction & Recycling Plan (including Site Based Management Plans). Implement Waste Reduction & Recycling Plan. Review Waste Reduction & Recycling Plan. Amend Waste Reduction & Recycling Plan. 	<ul style="list-style-type: none"> Review of WRRP completed. No amendment required, though likely to be necessary should Council introduce recycling or make any other substantive change to operations.
	WASTE MANAGEMENT - ENVIRONMENTAL AUTHORITY (EA) 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	●	90%		<ul style="list-style-type: none"> Review and amend Environmental Authority for waste management in Cloncurry as required (e.g., to ensure volumetric requirements are met). 	<ul style="list-style-type: none"> EA amendment process initiated in Q3 and continuing through Q4 and into 2022-23.
	WASTE MANAGEMENT - OPERATIONS 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	●	90%		<ul style="list-style-type: none"> Council creates a compliance program for all waste management monitoring and reporting requirements. Council budgets for and meets all monitoring and reporting requirements associated with its EA for waste management. Council develops and maintains longitudinal data sets for all monitoring and reporting activities in line with the EA and other reporting requirements. 	<ul style="list-style-type: none"> Monitoring and reporting programs in place, addressing long-term issues in this area. Data sets developed and maintained
	WASTE MANAGEMENT COMPLIANCE - RECEIPT OF REGULATED WASTE 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	●	100%		<ul style="list-style-type: none"> Council develops and implements a system to manage waste tracking for regulated waste streams (e.g., batteries, tyres etc.). Council meets all requirements in relation to waste tracking certificates. 	<ul style="list-style-type: none"> Reporting requirements met. Timeliness of submission as an improvement requirement.
Council's utility services are efficient, effective, and compliant with the Environmental Authorities and other regulatory instruments that govern these services.	SEWERAGE TREATMENT - MONITORING REQUIREMENTS 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 of non-compliances, submission of SWIM data and so forth.	Director Infrastructure and Environment	Quarterly	●	90%		<ul style="list-style-type: none"> Budget for and establish a compliant Monitoring Program for sewer treatment services in Cloncurry and Dajarra. Develop and maintain longitudinal datasets for all monitored parameters. Budget for and establish a compliant Reporting Program for sewer treatment operations in Cloncurry and Dajarra. Complete and submit all monthly, quarterly, and annual reporting in line with the Reporting Program. 	<ul style="list-style-type: none"> Monitoring and reporting programs in place; Data sets developed and maintained;
	DRINKING WATER QUALITY MANAGEMENT PLAN 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	●	90%		<ul style="list-style-type: none"> Compliance with DWQMP reporting, reviewing, and auditing requirements. Council prepares an adequate budget to ensure the implementation of the Risk Management 	<ul style="list-style-type: none"> DWQMP submitted to regulator in April 2022 and currently under review. Constructive relationship with the regulator is assisting in ongoing improvements and expansion to plan

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

							Improvement Plan and to address improvement activities recommended by 3rd Party Audit.	
	<p>CLONCURRY WATER TREATMENT - MONITORING & REPORTING REQUIREMENTS</p> <p>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		90%		<ul style="list-style-type: none"> Establish and review Customer Service Standards. Budget for and establish a compliant Monitoring Program for water treatment services in Cloncurry. Develop and maintain a longitudinal dataset for all monitored parameters. Budget for and establish a compliant Reporting Program for water treatment operations in Cloncurry. Complete and submit all monthly, quarterly, and annual reporting in line with the Reporting Program, including the submission of SWIM data. 	<ul style="list-style-type: none"> Monitoring and reporting programs in place; Data sets developed and maintained; DWQMP currently under review by Regulator.
	<p>DAJARRA WATER TREATMENT - REPORTING REQUIREMENTS</p> <p>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		90%		<ul style="list-style-type: none"> 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). Develop and maintain longitudinal dataset for all monitored parameters. 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). Complete and submit all monthly, quarterly and annual reporting in line with the Reporting Program, including the submission of SWIM data. 	<ul style="list-style-type: none"> Monitoring program in place; Data sets developed and maintained; Currently developing a DWQMP for Dajarra.

 Completed
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  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	COMMUNITY ENGAGEMENT 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		100%		<ul style="list-style-type: none"> Community Forums x 2. Smoko with the Mayor. Community/stakeholder engagement sessions held where relevant. Community Satisfaction Survey. 	<ul style="list-style-type: none"> Community engagement via Smoko with the Mayor continued in Q4 Community engagement via Community Sessions continued in Q4 Community consultation on the updated Biosecurity Plan will commence in July 2022; Consultation on the major amendment to the Cloncurry Planning Scheme will take place throughout 2022-23;
Review, update and implement the deliverables of key strategic plans (tourism, economic development, biosecurity)	CORPORATE PLAN 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		100%		<ul style="list-style-type: none"> Corporate Plan reviewed annually (April). Performance against Corporate Plan deliverables captured in Annual Report (November). 	<ul style="list-style-type: none"> Corporate Plan 2021-26 reviewed in Q4. No major amendments required. No new "major projects or initiatives" added.
	OPERATIONAL PLAN 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		100%		<ul style="list-style-type: none"> Quarterly reports on annual Operational Plan completed and published on Council's website. Draft of Operational Plan for following financial year presented (May). Operational Plan for following financial year adopted (June). 	<ul style="list-style-type: none"> Quarterly reports presented in accordance with schedule; Draft Operational Plan for 2022-23 presented in Q3 and Q4 Operational Plan for 2022-23 adopted in June 2022.
	ICT STRATEGY 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		100%		<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Strategy provided by GWI in May 2022, next step a review of recommendations by the ELT and a medium term planned upgrade of Council's IT structure and processes.
	ECONOMIC DEVELOPMENT 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"> Review and update of Council's Economic Development Strategy. % implementation of Economic Development Strategy. 	<ul style="list-style-type: none"> EDS updated but not adopted. Commitment secured from State Development to partner with Council in full review of EDS.
Council's budgeting and investment decisions ensure Council's continued financial sustainability.	RATES 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		100%		<ul style="list-style-type: none"> 1st half rates levied in August 2021. 2nd half rates levied in February 2022. Monthly Finance Report tracks rates revenue and rates arrears. 	<ul style="list-style-type: none"> Detailed rates review completed in Q4 2021-22 2021-22 rates levied in line with schedule Monthly Council meeting reports track rates revenue and arrears

Completed
 On Track
 On Hold
 Not Started
 Needs Attention

Council invests in technology where such investments drive improved compliance, productivity, customer service and security.	ICT + BUSINESS SYSTEMS & APPLICATIONS 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		75%		• ICT Operational Plan developed (August) and implemented (quarterly reporting thereafter) in line with ICT Strategy.	• ICT Strategy completed in Q4; • 2022-23 budget anticipates continued expenditure on priority needs / opportunities.
Council develops, implements, and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects).	BUDGET PROCESS - PREPARATION, ADOPTION, REVIEW 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		100%		• 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.). • The Budget is adopted in line with ss169-172 of the <i>Local Government Regulation 2012</i> (June). • The Budget is reviewed/amended in line with ss169-172 (February).	• The formal budget amendment took place in April 2022 (Q4 rather than Q3). This was due to persisting uncertainty in relation to the timing of capital expenditure. • The 2022-23 budget was adopted in Q4
	EXTERNAL AUDIT - EOFY & FINANCIAL STATEMENTS 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		100%		• Audit Opinion: unmodified audit opinion (no qualifications, no emphasis). • Internal Controls: Control Environment, Monitoring Activities, Risk Assessment, Control Activities, Information and Communication: at least 4/5 green lights. No red lights. • Financial Statement Preparation: End of Financial Year Processes, Timeliness, Quality: All green lights. No red lights.	• 2020-21 audit "unmodified" • Internal Controls: 3/5 green, 2/5 yellow, 0 red • Zero outstanding significant deficiencies • Audit completed with minimal issues identified, interim audit also completed again no major issues.
	EXTERNAL AUDIT - AG Report 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%		• Observation Report tabled in line with <i>Local Government Regulation 2012</i> timeframes.	• Completed
	INTERNAL AUDIT 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		100%		• 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). • Appoint internal auditor to complete the audits identified in the internal audit plan (July).	• Internal auditor appointed in Q1 • Internal audit plan adopted and delivered (Organisational Culture, Budget Processes, Procurement)
	INTERNAL AUDIT 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		100%		• Completion of internal audits scheduled for 2021-22. • Prepare progress report for the internal audit and present to Audit Committee.	• Internal audits completed in Q3 (Organisational Culture) and Q4 (Budget Processes and Procurement); • Progress reports prepared and presented to Audit Committee at the 1 June 2022 meeting.
	AUDIT COMMITTEE - MEMBERSHIP Section 105 of the <i>Local Government Act 2009</i> requires Council to establish an Audit Committee to monitor and review the integrity of financial documents; and the internal audit function; and the effectiveness and objectivity of the local government's internal auditors. Section 210 of the <i>Local Government Regulation 2012</i> defines composition - Consist of at least 3 members and no more than 6 members; - Having 2, but no more than 2 Councillors; having at least 1 member who has significant experience and skills in financial matters; with Council to appoint a chairperson of the Audit Committee	Chief Executive Officer	Quarterly		100%		• Budget for Audit Committee developed and adopted. • 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> .	• Budget adopted in Q1 2021-22; • Composition confirmed (2 x councillors + 1 x independent Chair)


 Completed
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  On Hold
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<p>AUDIT COMMITTEE - MEETINGS 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	●	95%		<ul style="list-style-type: none"> • Audit Committee meeting schedule confirmed for financial year. • Audit Committee meetings held in accordance with schedule. • Audit Committee reviews internal audit function, internal audit progress reports, draft financial statements etc. • Audit Committee self-assessment completed 	<ul style="list-style-type: none"> • Audit Committee meetings held • Meetings covering all statutory content requirements • Self-assessment not completed.
<p>ENTERPRISE RISK MANAGEMENT - FRAMEWORK 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	●	100%		<ul style="list-style-type: none"> • Adoption / review of Enterprise Risk Management Framework (August). • Annual review of Council's Risk Management Policy (December). • Review and update of Strategic and Operational Risk Registers (October). • Review of Business Continuity Plan (November). • Review of Fraud Risk Register (February) • Implementation of DWQMP risk management improvement plan (monthly). • Implementation of compliance frameworks, monitoring and reporting for water, sewer and waste (monthly, quarterly, annual). • Council reports incorporate a review of relevant risks (policy, legal, financial etc. - monthly). • Review of insurance (May). 	<ul style="list-style-type: none"> • ERMF adopted, including Risk Management Policy, Risk Appetite Statement, and Framework; • Risk registers updated quarterly • BCP reviewed • DWQMP risk management improvement plan being implemented and reviewed via Audit Committee • Monitoring and reporting in place for all relevant areas • Council reports incorporate risk reviews • Fraud risk training completed
<p>DELEGATIONS AND DELEGATION REGISTER 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"> • Rolling review of Council to Chief Executive Officer delegations register. • Rolling review of Chief Executive Officer to Officer delegations register. • Delegations register available on website. 	<ul style="list-style-type: none"> • Review of delegation registers commenced in April 2022 and continues to be rolled out. Process will be completed in 2022-23.
<p>LOCAL LAWS 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"> • Local laws reviewed annually. • Local laws amended where necessary. • New local laws adopted where necessary. 	<ul style="list-style-type: none"> • Review not commenced
<p>INFORMATION AND RECORDS MANAGEMENT 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	●	70%		<ul style="list-style-type: none"> • Compliant records management system maintained. • Relevant policies and procedures established. • Progressive reduction in records-keeping expenses. • Reduction of hard-copy records kept. • Retention and disposal requirements met. • Incorporation of Information and Records Management into ICT Strategy. 	<ul style="list-style-type: none"> • Needs work to become more efficient, the system is providing some good information but still heavily reliant upon 'I Drive'. Tasking process has improved and staff are utilising it better.
<p>WEBSITE - COMPLIANCE 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	●	90%		<ul style="list-style-type: none"> • Council monitors and maintains a compliant website. 	<ul style="list-style-type: none"> • Full review underway in Q4 and Q1.
<p>INSURANCE 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	●	95%		<ul style="list-style-type: none"> • Relevant insurances maintained (PL, PI, Workcover, Cyber, Assets). • Specialist VFM review conducted biennially (March). 	<ul style="list-style-type: none"> • Workcover renewed, final review underway for ISR etc with a view to minimise the annual increase. Asset list reviewed and non-required assets excluded from insured list.

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

<p>STATUTORY POLICIES 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	●	100%	<ul style="list-style-type: none"> Establish Policy Register. Establish Policy Review Schedule. All statutory policies reviewed in accordance with relevant legislation and uploaded to Cloncurry Shire Council website. 	<ul style="list-style-type: none"> All statutory policies reviewed
<p>ADMINISTRATIVE POLICIES 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	●	70%	<ul style="list-style-type: none"> Establish Policy Register. Establish Policy Review Schedule. Provide monthly update in Council meeting reports. 	<ul style="list-style-type: none"> Majority of policies reviewed, though a number remain outstanding.
<p>COMPLAINTS MANAGEMENT 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	●	100%	<p>Compliant management of the following:</p> <ul style="list-style-type: none"> Administrative Action Complaints Councillor conduct or performance complaints Competitive neutrality complaints 	<ul style="list-style-type: none"> Council's process is compliant
<p>RIGHT TO INFORMATION Right to Information is the Queensland Government's approach and commitment to provide access to information unless it is contrary to the public interest to provide that information. Right to Information aims to:</p> <ul style="list-style-type: none"> - Make more information available; - Provide equal access to information across all sectors of the community - Provide appropriate protection for individuals' privacy. 	Chief Executive Officer	Annually	●	100%	<ul style="list-style-type: none"> External audits by QLD Ombudsman and internal audits using relevant checklists (such as those provided by DILGP) demonstrate compliance; Council meets all compliance requirements related to the RTI Act, PID Act and IP Act 	<ul style="list-style-type: none"> Council is meeting compliance requirements in relation to RFIs
<p>ROAD HIERARCHY POLICY The adoption of a Road Hierarchy Policy allows Council to consolidate various data/information in a way that satisfies various road-related regulations. It is also an appropriate document for outlining the service levels that Council intends to provide for different categories of road.</p> <p>Section 73 <i>Local Government Act 2009</i> requires that Councils "categorise roads" according to the "surface of the roads".</p> <p>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"> 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. 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. 	<ul style="list-style-type: none"> Review of road network completed. Alignment programs underway (Southern Roads and Roxmere). Road opening corridor width for Gypsy Plains confirmed during Q4. Road Policy draft presented to Council in Q4. Anticipate adoption in Q1 2022-23
<p>WEBSITE COMPLIANCE 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	●	100%	<ul style="list-style-type: none"> 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.). 	<ul style="list-style-type: none"> All required items are currently published
<p>ENVIRONMENTAL HEALTH OFFICER INSPECTIONS 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	●	100%	<ul style="list-style-type: none"> Annual EHO inspection completed Food licences provided to all businesses who met EHO compliance 	<ul style="list-style-type: none"> Inspections performed by external parties (Contractors) on as needs basis, formal engagement of regular inspection services ongoing

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<p>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>	<p>ORGANISATIONAL CULTURE - LEARNING & DEVELOPMENT "Council enables and empowers its workforce"</p> <p>Section 13 of the <i>Local Government Act 2009</i> identifies the responsibilities of local government employees. These include the responsibility to implement the policies and priorities of the local government in a way that promote the effective, efficient, and economical management of public resources; excellence in service delivery; and continual improvement. To drive these outcomes, it is important that Council's onboarding and training/education programs enable and empower staff to do their jobs well.</p>	<p>Chief Executive Officer</p>	<p>Quarterly</p>		<p>100%</p>		<ul style="list-style-type: none"> • Council reviews and improves its onboarding process for new staff: implementation of LMS system (July) • 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. 	<ul style="list-style-type: none"> • Training and development plan developed and has shaped current training and the development of the 2022-23 training budget
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	<p>ORGANISATIONAL CULTURE - WHS "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 & 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>	<p>Chief Executive Officer</p>	<p>Quarterly</p>		<p>100%</p>		<ul style="list-style-type: none"> • Council reviews, adopts, and implements a Safety Management Plan. • Council allocates an appropriate budget and resources to meet WHS requirements. • Annual and Monthly WHS Action Plans developed and adopted. • Adoption and implementation of digital WHS platform. 	<ul style="list-style-type: none"> • Safety Management Plan adopted • Appropriate resources allocated to WHS function • Action Plan developed and implemented • WHS platform adopted and implemented
	<p>ORGANISATIONAL CULTURE - ENGAGEMENT, ACCOUNTABILITY, RECOGNITION "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>	<p>Chief Executive Officer</p>	<p>Quarterly</p>		<p>100%</p>		<ul style="list-style-type: none"> • Retention rate. • Council initiates and completes the renegotiation of its Certified Agreement (June 2022). • Council resources a Joint Consultative Committee (quarterly). • Council resources a WHS Committee (monthly/quarterly). • Performance expectations are clearly communicated through Position Descriptions and Performance Plans. • Performance monitoring and management is linked to Corporate Plan and Operational Plan deliverables in the following areas: compliance, performance, values (biannual reviews). 	<ul style="list-style-type: none"> • 6 month trend from December 2021 to June 2022 is heading in the right direction but still too high • CA process initiated and advanced but not completed. • Quarterly JCC meetings held • Monthly WHS Committee meetings held • CEO and Director Performance Plans in place • Review of performance monitoring program for Council staff completed in Q4 for roll-out in Q1 2022-23.
<p>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>	<p>WATER INFRASTRUCTURE - CHINAMAN CREEK DAM SAFETY CONDITIONS The <i>Water Supply (Safety & Reliability) Act 2008</i> provides for licencing of referable dams to be licenced and applies safety conditions to each licence. Ensure all Inspection and Auditing requirements are undertaken and reported accordingly.</p>	<p>Director Infrastructure and Environment</p>	<p>September</p>		<p>100%</p>		<ul style="list-style-type: none"> • Emergency Action Plan (EAP) is up to date. • EAP drill completed. • Risk assessment of dam safety infrastructure. 	<ul style="list-style-type: none"> • EAP is up to date • EAP drill not completed • Safety Review of Dam completed. Funding application submitted for detailed risk review. Budget for this review adopted in Q4.

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