



CLONCURRY SHIRE COUNCIL

Operational Plan Review

Q3 2022 - 2023



Investing in our Communities, People & Lifestyle

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

Corporate Plan Activity	Area of Operations	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?
Strengthening Our Economies & Supporting Growth Council's planning, policies and investments improve urban amenity and connectivity in Cloncurry.	URBAN RENEWAL / REVITALISATION Council's Corporate Plan identifies the development of an Urban Renewal and Revitalisation Policy as a key deliverable. The aim will be to provide guidance and structure around projects and initiatives that will progressively improve the amenity of town over time.	Director of Community Services and Economic Development	Quarterly	●	95%		<ul style="list-style-type: none"> Development and delivery of Policy / Strategy Allocation of funding to deliver items in Policy / Strategy 	<ul style="list-style-type: none"> Policy developed and endorsed by Council Nil budget allocated for Urban Renewal/Revitalisation Policy promoted with rates notice 1 enquiry received
	PARKS & GARDENS SPORT & RECREATION Council maintains a range of parks, gardens and sport and recreation facilities. Maintaining these to an appropriate standard is crucial to maintaining Cloncurry's status as a tidy and attractive town.	Director of Infrastructure and Environment	Monthly	●	50%		<ul style="list-style-type: none"> Service level standards developed for key sites Works programs, inspections, audits, defect logging program in place to monitor adherence to service level agreements 	<ul style="list-style-type: none"> Levels of Service session held in March 2023 inform all servicing requirements for Parks and Gardens / Town Streets. Still require dedicated works scheduling/programs to ensure appropriate resources can be allocated. Next step is to present the Service Levels to Council as part of budget adoption / Org Structure review (as required)
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 of Community Services and Economic Development	Monthly reporting Quarterly reviews	●	75%		<ul style="list-style-type: none"> Council reduces waiting list numbers through appropriate staff and infrastructure investments. Council manages risks of operating facility through development and implementation of a business plan 	<ul style="list-style-type: none"> Council has increased utilisation rates at the Child Care facility but waiting list numbers remain with demand for child care services high. Additional staff recruited during Q1 of casual staff, recruitment continues for ECT and new position created for Assistant Director. Additional staff recruited during Q2 of casual educators, recruitment continues for ECT. Council has engaged a consultant to undertake the detailed design of a new child care centre, consultation has begun. Council has appointed a consultant to undertake the development of a business plan, work on this project is progressing. Council has successfully implemented innovative media strategy to support the recruitment of an ECT and Group leaders with an overwhelming number of application received and appointment made. Curry Kids Team member continue to progress their educational qualifications obtaining diploma qualification and engaging in further tertiary education, including advanced diploma and degree qualifications. RFQ scope for the development of the Curry Kids Business Plan has been prepared ready for release.

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	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 of Community Services and Economic Development	Annually	●	50%		<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"> • Council is engaging with the department of Education to secure intensive coaching and additional training and support for staff. • Council has secured funding under the kindy uplift program to support the Kindy programming. • Business plan to address opportunity to meet or exceed the NQF. • Director and assistant director attended leadership training and childcare industry conference. • Meeting in 3 out of 7 areas.
	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 of Community Services and Economic Development	Annually	●	70%		<ul style="list-style-type: none"> • Council supports (initiatives to offer) vacation care services in Cloncurry for 2022-23. • Council supports (initiatives to offer) after school care services in Cloncurry for 2022-23. 	<ul style="list-style-type: none"> • Council delivered School holiday activities for the September and Dec/Jan school holidays including minute to win it activities, cooking classes, pool parties, 12 elves of Christmas, Movie Marathon, Colouring competition, and craft activities in collaboration with community partners. • Council support PCYC with funding for the delivery of circus skills workshops over the September school holidays. • Council coordinated and promoted a community wide school holiday program for the September and Dec/Jan school holiday, in collaboration with community stakeholders. • Curry Kids Business Plan in under development and the scope includes the needs for the plan to consider community need and capacity to deliver OSHC and Vacation care program.
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 AQUATIC FACILITY 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 of Infrastructure and Environment	Monthly reporting	●	75%		<ul style="list-style-type: none"> • Complete tender process and award contract for management of the Cloncurry Aquatic Facility • Monthly reporting on key Agreement parameters (usage, regulatory compliance, maintenance etc.) 	<ul style="list-style-type: none"> • Contract extension awarded through to 30 June 2024. • Reporting incorporated to Council monthly meetings.

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	SPORT & RECREATION STRATEGY 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 of Community Services and Economic Development	Quarterly reporting	●	50%		<ul style="list-style-type: none"> Development and implementation of a 4-year Sport & Recreation Strategy to coincide with the 2022-26 Corporate Plan 	<ul style="list-style-type: none"> RFQ project Brief developed for the development of the Activate Cloncurry Strategy, the strategy will form the road map for the future provision of sport, play, active recreation, open space and play spaces across the shire for the next 5 years. Procurement is complete and the project is on hold subject to securing appropriate funding. Auskick program supported by Council and delivered in collaboration with AFL QLD. School-based program supported by a community grant. Council supported a community grant for Rugby 10's completion to be held in Cloncurry. Council continues to advocate to attract a Country Round game for Cloncurry. Council is a member of the North Queensland Sports Foundation and has funded PCYC to facilitate Group Fitness and Senior Fit programs through funds received from NQSF. NQSF has indicated there is more funding for 2023.
	SPORT & RECREATION TOURISM – CORELLA DAM 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 the Corella Dam and the Chinaman Creek Dam.	Chief Executive Officer Director of Community Services and Economic Development	Quarterly reporting	●	75%	30 June 2023	<ul style="list-style-type: none"> Secure relevant tenure (freehold and reserve) over Corella Dam / Clem Walton Park Corella Dam / Clem Walton Park Masterplan - camping and recreation substantively progressed 	Clarifications sought from Department on how Council will meet / manage certain issues and concerns with respect to Corella Dam.
	SPORT & RECREATION TOURISM – CHINAMAN CREEK DAM 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 Park Dam and the Chinaman Creek Dam.	Director of Projects	Monthly reporting	●	75%		<ul style="list-style-type: none"> Completion of phase 1 of Chinaman Creek Dam Reserve Upgrade (December 2022) Completion of path from town to Chinaman Creek Dam (December 2022) 	<ul style="list-style-type: none"> CCD Reserve Upgrade completed Path to CCD scheduled for completion by 30 June 2023. Contract signed and work commenced in Q3 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 Park Dam and the Chinaman Creek Dam.	Director of Community Services and Economic Development	Quarterly reporting	●	50%		<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"> RFQ project Brief developed for the development of the Activate Cloncurry Strategy, the strategy will form the road map for the future provision of sport, play, active recreation, open space and play spaces across the shire for the next 5 years. Procurement complete and project on hold pending securing appropriate funding. New media of Chinaman creek dam captured during the promotion of the Film Incentive program. Chinaman Creek recreation reserve upgrade underway. Chinaman Creek Dam recreation are to feature in OQTA Outback Travellers Guide for 2023. MITEZ and OQTA briefed on project. Awarded contractors for the delivery of the Chinaman Creek Eco Walk Digital Tour. Commenced audio and video in March 2023.

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	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 of Community Services and Economic Development	Monthly	●	75%		<ul style="list-style-type: none"> First Five Forever Program delivered Longitudinal data on membership and usage developed Deliver initiatives/improvements to library experience and drive increased usage 	<ul style="list-style-type: none"> First Five Forever program delivered; Longitudinal data sets presented in Council meeting reports Active and Passive library programming improvement implemented. Funding application submitted for National Science Week. Activities held over the September and Dec/Jan School holiday period. Sessions held through the Cloncurry Justice Association for the Spreading First 5 Forever program
	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 of Community Services and Economic Development	Quarterly	●	75%		<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"> Council initiated performance delivered of The Frog Prince and La Boheme. Opera Qld & Council and Collaboration supported by RADF funding. Council supported Jally Entertainment performance of "Little Red in the Hood" supported by RADF funding. Council supported QCWA Rust and Roses Wire Art Workshop supported by RADF funding.
	VENUES & FACILITIES - BOOKINGS CAPABILITY Council provides a range of venues and facilities for hire to the community as well as internally (for functions, events, training etc.). Council aspires to high utilisation rates and an efficient booking process.	Director of Community Services and Economic Development	Quarterly	●	70%		<ul style="list-style-type: none"> Implementation of bookings management system to better administer (more efficiently, more effectively) bookings of Council venues and equipment; Progressive improvement of Council's audio-visual and public address systems. 	<ul style="list-style-type: none"> New portable public address system purchased, goods not yet received. Council provided with an update on the Audio Visual Upgrade Project. Bookable implementation progressing, internal user testing underway
	VENUES & FACILITIES – USER GROUPS Cloncurry Clubs and Associations are key stakeholders in the majority of Council's venues and facilities. It is crucial that Council works closely with these groups to ensure mutual understanding of expectations and needs as well as opportunities to partner in delivering improvements to these venues and facilities.	Director of Community Services and Economic Development	Quarterly	●	75%		<ul style="list-style-type: none"> Quarterly user group meetings held Outputs of user group meetings reported to Council 	<ul style="list-style-type: none"> Venue User Group Meeting for Cloncurry Equestrian Centre and Recreation Grounds held in December, minutes reported to Council, February meeting scheduled.
	COMMUNITY SAFETY Cloncurry Shire Council is committed to protecting people and assets. Where necessary, CCTV surveillance is used to assist in meeting this commitment.	Director of Corporate Services	Quarterly	●	50%		<ul style="list-style-type: none"> Council progressively integrates and upgrades its CCTV network 	Scope of improvement works completed. Contractor engaged to undertake works CCTV Works Stage 1 Public Safety 6 April 2023 with a practical completion date of 30 June 2023.
	HORSE AGISTMENT The community of Cloncurry has indicated an interest in establishing paddocks for agisting horses.	Director of Infrastructure and Environment	Quarterly	✓	100%		<ul style="list-style-type: none"> Council develops the policy framework to enable the agistment of horses Council finalises the scope for establishing horse agistment facilities and initiates horse agistment in Cloncurry. 	<ul style="list-style-type: none"> Trustee Permit and Permit to Occupy processes understood and implemented where appropriate. Trustee Permit progressed in March 2023.

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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 of Community Services and Economic Development	Monthly	●	75%		<ul style="list-style-type: none"> Council budgets for and delivers Council events including, but not limited to: Australia Day, Poetry Competition, International Women's Day, Beat the Heat, Seniors Week etc. Council live streams 'no admission fee' events where feasible 	<ul style="list-style-type: none"> Support for community events budgeted in 2022-23 budget adoption in Q4. Beat the Heat, Senior Month Garden Competition and Morning tea, Minute to win it, Kids Cooking, Movie Marathon, Pool Party events and activities delivered. Full suit of Christmas events delivered including Community Christmas Party, Dajarra Christmas Party, Senior Christmas Lunch. Project brief developed and procurement completed for the development of a Destination Event Strategy and review of Beat the Heat Festival.
	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 of Community Services and Economic Development	Monthly	●	75%		<ul style="list-style-type: none"> Council budgets for and supports community events in line with relevant policies (e.g., Grants to Community Organisations); Council progresses required submissions to confirm Show Day Holidays and Special Event Holidays. 	<ul style="list-style-type: none"> Support for community events budgeted in 2022-23 budget adoption in Q4. Beat the Heat, Senior Month Garden Competition and Morning tea, Minute to win it, Kids Cooking, and Pool Party events and activities delivered. Show Day Holidays and Special Event Holidays requested and approved.
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 of Community Services and Economic Development	Quarterly	●	75%		<ul style="list-style-type: none"> % implementation of Health Vision Financial support provided to underwrite the sustainability of the GP clinic and GP services Lease of health clinic facilities to Health Services 	<ul style="list-style-type: none"> Continuation of subsidy for GP clinic budgeted for 2022-23 New Agreement endorsed by Council for the continuation of support for GP services and GP clinic. 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)). Renal Chairs Operational increase in seniors activities Council progressing housing project pilot Council continues to lobby government and operators to reduce predatory transport costs Council continues to improve community liveability, e.g. dam upgrade, activities and events Council provided secretarial support for regular CAN meetings

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Strengthening Our Economy & Supporting Growth

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

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Review, update and implement the deliverables of key strategic plans (tourism, economic development, biosecurity)	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 of Community Services and Economic Development	Quarterly	●	75%		<ul style="list-style-type: none"> Review and update of Council's Economic Development Strategy (combine with Tourism Strategy) % implementation of Economic Development Strategy 	<ul style="list-style-type: none"> EDS development underway, progress includes development of working group, desktop research complete, discussion paper complete, strategy format and template complete, Survey released and analysed. Second advisory committee meeting held. Progress on drafting strategy commenced.
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	Procurement Manager	Quarterly	●	65%		<ul style="list-style-type: none"> Maintain registers of pre-qualified suppliers for: Trades & Services, Plant Hire, Quarry Materials, Tyres, Tubes & Associated Services, Mechanical Services. 	<ul style="list-style-type: none"> Plant Hire & Quarry Materials ROPS established and in place. Mechanical Services ROPS in marketplace. Development of reporting mechanisms for identification of utilisation of ROPS in progress. VendorPanel Advance Contracts implementation commenced February 2023 with completion scheduled for prior to 30 June 2023.
	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 of Community Services and Economic Development Manager of Tourism and Economic Development	Quarterly	●	75%		<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. Council reports against <i>Small Business Friendly Charter</i> commitments 	<ul style="list-style-type: none"> Secretarial support provided. Council has continued to support and invest in LBN recommendations. Submission for special holidays supported Christmas Buy Local Gift Card giveaway program delivered. Shop Local week campaign launched Welcome packs for new residents reinstated Christmas light project undertaken Networking Function planning for May event
	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	Director of Corporate Services	Quarterly	●	75%		<ul style="list-style-type: none"> Sale of balance of Industrial Lots (Stage 1) Review planning for Stage 2 Industrial Lots 	<ul style="list-style-type: none"> Contract for sale of 2 of the remaining six lots in place. Deposits held and planning approvals obtained for lots. Awaiting advice that contract is unconditional. Interest in the market for remaining lots being followed-up. Review of planning for Stage 2 Industrial Lots commenced
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	Quarterly	●	75%	31 Dec 2023	<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"> Cloncurry to Dajarra: completed Cloncurry to Normanton: in progress (30 June 2023) Sally Creek RT: in progress (30 June 2023) Quamby RT: in progress (30 June 2023) Dajarra 4GX: 30 Dec 2023)

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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 of Projects	Annually	●	35%		<ul style="list-style-type: none"> Completion of Saleyards Precinct Master Plan Progressive implementation of Master Plan Facility hosts bull sale in April 2023 	<ul style="list-style-type: none"> Saleyards Precinct Master Plan - in progress Bull Pens upgrade - completed in 2022 Weighbridge replacement - RFT released to market & closes mid-April 2023
	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 of Community Services and Economic Development	Annually	●	75%		<ul style="list-style-type: none"> Completion of Saleyards Precinct Master Plan Progressive implementation of Master Plan Facility hosts bull sale in April 2023 	<ul style="list-style-type: none"> Saleyards Masterplan Progressing. Progress includes review of concept plans and stakeholder feedback, and consideration of economic feasibility of key elements to determine their viability.
	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 of Corporate Services Facility Managers	Monthly reporting	●	75%		<ul style="list-style-type: none"> Throughput: no. of head of cattle Profitability of Saleyards Rolling review of fees and charges Entry into new lease/licence agreements where required / advantageous 	<ul style="list-style-type: none"> Operating result to the completion of Quarter Three 2022-23 has fallen below budget expectations for the first time. This has resulted from an extension of the historic slowdown in cattle movements across the December to February period, into March 2023 due to the unseasonal flooding in the area. Throughput of cattle has dropped to 1.3% percent lower than 2021-22 year-to-date.
	AIRPORT Council's airports are vital to the local community and the State's economy. The Cloncurry Airport provides essential transport for Cloncurry residents and fly-in/fly-out employees, while the Dajarra Airstrip enables access to RFDS and other emergency care services to the residents of Dajarra and surrounds.	Director of Projects	Monthly reporting	●	35%		<ul style="list-style-type: none"> Completion of Cloncurry Airport Masterplan Progressive implementation of Masterplan Completion of Dajarra Airstrip project 	<ul style="list-style-type: none"> Cloncurry Airport Masterplan - Contract executed with Ramboll & Masterplan commenced in December 2022 Dajarra Airstrip project - project on hold pending funding announcements
	AIRPORT Council's airports are vital to the local community and the State's economy. The Cloncurry Airport provides essential transport for Cloncurry residents and fly-in/fly-out employees, while the Dajarra Airstrip enables access to RFDS and other emergency care services to the residents of Dajarra and surrounds.	Director of Corporate Services	Monthly reporting	●	75%		<ul style="list-style-type: none"> Throughput: no. of RPT passengers etc. Profitability of Airport Operations Rolling review of fees and charges Entry into new lease/licence agreements where required / advantageous Completion of annual audit in line with CASA requirements 	<ul style="list-style-type: none"> Passenger numbers year to date highest reported in the last three years. Profitability improvements have continued through Qtr 3 2022-2023. Airport masterplanning project commenced.
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 Council's commitment to developing tourism opportunities in Cloncurry is facilitated by the continued upkeep and maintenance of existing facilities (John Flynn Place, Cloncurry 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.	Manager of Tourism and Economic Development	Monthly	●	75%		<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"> Tourism Strategy 9 out of 10 deliverables or OnTrack. Priority Projects progressed: Chinaman Creek Dam Recreation Area Upgrade, Chinaman Creek Dam Pathway . Tourism Strategy update to be incorporated into broader update of EDS in 2022-23.
	TOURISM - VISITOR INFORMATION CENTRE & MARY KATHLEEN PARK Council's Cloncurry 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).	Manager of Tourism and Economic Development	Monthly	●	75%		<ul style="list-style-type: none"> Visitor numbers Merchandise sales Completion of masterplan for Mary Kathleen Park (October) 	<ul style="list-style-type: none"> Visitor numbers and merchandise sales recorded in monthly Council meeting reports. Mary K Masterplan not completed.
	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.	Manager of Tourism and Economic Development Director of Projects	Monthly	●	70%		<ul style="list-style-type: none"> Visitor numbers. Merchandise sales. Completion of JFP and Sport & Recreation Precinct Masterplan 	<ul style="list-style-type: none"> Visitor numbers and merchandise sales recorded in monthly Council meeting reports. John Flynn Place Masterplan Contract awarded.

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	TOURISM - RV FRIENDLY POLICY Council's commitment to developing tourism opportunities in Cloncurry is facilitated by the continued upkeep and maintenance of existing facilities (John Flynn Place, Cloncurry 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 of Community Services and Economic Development	Quarterly		75%		<ul style="list-style-type: none"> Research and develop an "RV Friendly" Policy for Cloncurry 	<ul style="list-style-type: none"> Visitor numbers and merchandise sales recorded in monthly Council meeting reports. Mary K Masterplan consultation underway. RV Friendly Policy previously workshopped with Council progress on updating for Council endorsement RV Friendly Strategy endorsed by Council, progress made on installation of pilot site at the Anabranck location.
	SPORT & RECREATION TOURISM - NEW INITIATIVES 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 Park Dam and the Chinaman Creek Dam.	Director of Community Services and Economic Development	Quarterly		5%		<ul style="list-style-type: none"> "Tracks and Trails" project progress / completed for Cloncurry (subject to funding constraints in the absence of grant funding) 	<ul style="list-style-type: none"> Project has been on hold awaiting funding outcome. Funding was unsuccessful. New project brief to be developed.
	SPORT & RECREATION TOURISM - GREAT WALK 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 exploring new tourism opportunities.	Director of Community Services and Economic Development	Quarterly		5%		<ul style="list-style-type: none"> Great Walk Project - Feasibility Study to determine the viability of establishing a Great Walk in Cloncurry (subject to funding constraints in the absence of grant funding) 	<ul style="list-style-type: none"> MITEZ and OQTA briefed on the project. There is currently no budget to deliver this project.
	SPORT & RECREATION TOURISM - RAIL TRAIL 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 exploring new tourism opportunities.	Director of Community Services and Economic Development	Quarterly		25%		<ul style="list-style-type: none"> Rail Trail Project - Feasibility Study / Masterplan to determine the viability of establishing Rail Trail offerings in Cloncurry (subject to funding constraints in the absence of grant funding) 	<ul style="list-style-type: none"> Project brief for a feasibility study into the development of the Kjabbi Branch Rail Trail developed and on hold subject to securing appropriate funding. Preliminary price estimates sought for budgeting purposes. MITEZ and OQTA briefed on the project. Project pitched to a number of mining companies, awaiting outcome.
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 of Community Services and Economic Development	Quarterly		75%		<ul style="list-style-type: none"> Continue efforts to support / secure irrigated agriculture investment/operations in Cloncurry. 	<ul style="list-style-type: none"> Cotton Gin advocacy document developed. Draft Investment Incentive Policy developed and endorsed by Council. Draft Investment Incentive application form available on Council website.
	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.	Director of Community Services and Economic Development	Quarterly		75%		<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"> Extensive media received as a result of Council publicity efforts surrounding filming of the Bank Manager Film and Film Incentive Program, second film incentive approved with filming scheduled for October 2022. Second project supported under the Cloncurry Film Incentive Program. In discussions with producers in regard to the filming of a feature film in Cloncurry, letter of support provided to support funding application for this project. Information, imagery and video provided to Screen Queensland to support location pitch for a production to be filmed in western Queensland. Final milestone reached on first film incentive program funded

 Completed
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 On Hold
 Not Started
 Needs Attention

Building and Maintaining Our Infrastructure

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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 of 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. 	<p>Detailed information coming in from CCD comprehensive risk review and airport master planning process. Underground water assets in Dajarra to be replaced.</p> <p>Full asset revaluation scheduled for April - May 2023</p>
	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 of Corporate Services	Annually	●	60%		<ul style="list-style-type: none"> Completion of detailed asset revaluation in 2022-23 (with updates from engineering asset condition assessments delivered throughout the year). 	<ul style="list-style-type: none"> Valuers appointed to undertake comprehensive asset revaluation and 3-year indexation subject to a detailed engagement specification for 2022-23 to 2025-26. Initial site visit scheduled for April 2023.
	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 of Corporate Services	Ongoing	●	75%		<ul style="list-style-type: none"> Asset register established, updated, and maintained in line with asset acquisitions, disposals etc. Transition Asset Register to Synergy Soft/Altus 	<ul style="list-style-type: none"> Asset register transferred from Assetic to SynergySoft/Altus completed. Processes in development for more timely capitalisation of constructed assets and acquisitions.
	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. 	<p>Asset Management Policy due for review in May 2024</p> <p>Asset Management Strategy due for review in Jan 2024</p>
	ASSET MANAGEMENT PLANS The development and implementation of asset management plans are an important part of Council's Asset Management Framework.	Chief Executive Officer	Annual review of Plans Monthly reporting on training	●	75%		<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. Completion of Certificates in Asset Management Planning Completion of Fleet Management Asset Management Training 	<ul style="list-style-type: none"> Draft Plans developed 3/6 participants complete the Professional Certificate in Asset Management All participants complete the Fleet Management Training certificate
	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 of 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"> Compliant
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	ROAD POLICY The adoption of a Road 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 LGA 2009 requires that Councils "categorise roads" according to the "surface of the roads" Section 74 LGA 2009 requires that Council must prepare a map of every road; and a register that shows the category of every road.	Chief Executive Officer	September	●	50%	June 2023	<ul style="list-style-type: none"> Update Road Register / Mapping as required for inclusion in Road Policy and online posting Council revises its Road Policy to ensure that it a) satisfies LGA 2009 and LGR 2012 regulatory requirements; b) incorporates relevant information/data from the NWQRRRTG (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"> Levels of service reviewed in March 2023.

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Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements.	SCADA Supervisory Control and Data Acquisition (SCADA) is a system of software and hardware elements that allow utility providers to control supply/treatment/distribution processes locally or remotely; monitor, gather and process real time data; directly interact with devices such as sensors, valves, pumps, motors and more through HMI software, record events and so forth.	Director of Infrastructure and Environment	December	●	50%		<ul style="list-style-type: none"> Complete review into Council's SCADA operations and develop plan to address risks/gaps and take advantage of opportunities to improve monitoring and control of key Council utilities Deliver SCADA roll-out as informed by above review 	<ul style="list-style-type: none"> Initial review completed. Recommendations can be actioned once Main Well Project is concluded.
	WATER SUPPLY & TREATMENT - MAINTENANCE Council provides a drinking water service in Cloncurry and non-potable water services in Dajarra, Kajabbi and Malbon.	Director of 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 2022-23 maintenance and operations program for Water. 	<ul style="list-style-type: none"> 1 year program in place. 2023-24 program under development
	WATER SUPPLY & TREATMENT - CAPEX Council provides a drinking water service in Cloncurry and non-potable water services in Dajarra, Kajabbi and Malbon.	Develop: Director of Infrastructure and Environment	March	●	50%		<ul style="list-style-type: none"> Develop 1, 3, 5-year CapEx program for Water (includes Cloncurry, Dajarra, Malbon, Kajabbi) Plan for additional water storage capacity in Cloncurry (2nd reservoir in town) 	<ul style="list-style-type: none"> CapEx program for Dajarra in place; CapEx program for Cloncurry under development Dajarra Dual Reticulation Project to progress in Q4
	WATER SUPPLY & TREATMENT - CAPEX Council provides a drinking water service in Cloncurry and non-potable water services in Dajarra, Kajabbi and Malbon.	Deliver: Director of Projects	March	●	80%		<ul style="list-style-type: none"> Deliver 2022-23 CapEx program for Water 	<ul style="list-style-type: none"> Main Well project - new bores being commissioned. Main Well chamber to be finalised once the river levels drop sufficiently to allow safe access Dajarra Dual Water system project transferred to projects team. Materials ordered. RFT to be released to the market & closes mid-April 2023 Additional water storage being investigated by DI&E
	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.	Director of Infrastructure and Environment	March	●	50%		<ul style="list-style-type: none"> Develop 1, 3, 5-year maintenance and operations program for Sewer. Deliver 2022-23 maintenance and operations program for Sewer. 	<ul style="list-style-type: none"> 1 year plan developed for 2023-24. Maintenance and operations program slightly behind schedule with rectifications planned.
	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.	Develop: Director of Infrastructure and Environment	March	●	50%		<ul style="list-style-type: none"> Develop 1, 3, 5-year Capex program for Sewer. 	<ul style="list-style-type: none"> Budget requirements determined for full review of SPS network; Planning underway for extension of sewer network to eastern section of Cloncurry (east of Railway, north of Mcllwraith)
	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.	Deliver: Director of Projects	March	●	50%		<ul style="list-style-type: none"> Deliver 2022-23 Capex program for Sewer. 	<ul style="list-style-type: none"> Budget requirements determined for full review of SPS network; Planning underway for extension of sewer network to eastern section of Cloncurry (east of Railway, north of Mcllwraith)
	WASTE MANAGEMENT - MAINTENANCE & OPERATIONS Council provides waste management services (kerbside collection) and waste management facilities in Cloncurry and Dajarra.	Director of Infrastructure and Environment	March	●	75%		<ul style="list-style-type: none"> Develop 1, 3, 5-year maintenance and operations program for Waste Management. Deliver 2022-23 maintenance and operations program for Waste Management. 	<ul style="list-style-type: none"> Additional resources, plant and staff placed into facility is delivering an improved level of service and addressed long standing WHS issues

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	WASTE MANAGEMENT - CAPEX Council will be embarking on a range of renewal, upgrade, and rehabilitation activities at its waste management facilities from 2021.	Develop: Director of Infrastructure and Environment	March	●	50%		• Develop 1, 3, 5-year Capex program for Waste Management.	• No CapEx allocated to Waste Management in 2022-23; • Future activities to be confirmed via budget: replacement of existing site office, consideration of track compactor
	WASTE MANAGEMENT - CAPEX Council will be embarking on a range of renewal, upgrade, and rehabilitation activities at its waste management facilities from 2021.	Deliver: Director of Projects	March	●	50%		• Deliver 2022-23 Capex program for Waste Management.	• No CapEx allocated to Waste Management in 2022-23; • Future activities to be confirmed via budget: replacement of existing site office, consideration of track compactor
	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.	Director of Infrastructure and Environment	March	●	95%		• Develop 1, 3, 5-year maintenance program for Council-owned Housing and Accommodation • Develop 1, 3, 5-year maintenance program for Buildings and Other Structures. • Implementation of turf maintenance program developed for Sport and Recreation grounds • Deliver 2022-23 maintenance program for Buildings and Other Structures	• 1 year forward plan developed. • 2022-23 budgetary spend is over committed and spend has been largely reactive.
	BUILDINGS AND OTHER STRUCTURES - CAPEX 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 provide quality services to the community.	Develop: Director of Infrastructure and Environment	March	●	30%		• Develop 1, 3, 5-year CapEx program for Buildings and Other Structures. • Deliver 2022-23 CapEx program for Buildings and Other Structures.	• 1-3 year planning horizon accounted for. 5 year horizon not accounted for. • Perkins Street housing currently being delivered, Rec Area upgrade to Dam completed.
	BUILDINGS AND OTHER STRUCTURES - CAPEX 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 provide quality services to the community.	Deliver: Director of Projects	March	●	45%		• Develop 1, 3, 5-year CapEx program for Buildings and Other Structures. • Deliver 2022-23 CapEx program for Buildings and Other Structures.	• John Flynn Place Masterplan in progress • Perkins St Housing development; Sub-division civil works completed but subject to additional works by separate Contractor; Housing Contract executed and design works in progress • Curry Kids new facility Design in progress • Depot Masterplan commenced and in progress
	TRANSPORT INFRASTRUCTURE – RURAL ROADS PROGRAM Council has a vast network of Rural Roads that required maintenance throughout the course of the year. The Rural Roads maintenance program must be integrated with QRA deliverables (Emergency Works, REPA etc.) and take account of variations throughout the year.	Director of Infrastructure and Environment	Monthly	●	50%		• Program developed • Progress against program • Progress against budget	• Sedan Dip project scheduled to commence in Q3 2022-23
	TRANSPORT INFRASTRUCTURE - RMPC - RATES The Road Maintenance Performance Contract provides for Local Government staff to work on State-controlled roads to perform a range of maintenance tasks.	Director of Infrastructure and Environment	March	●	75%		• Annual review of RMPC (Road Maintenance Performance Contract) rates completed and endorsed.	• Progressing as scheduled.
	TRANSPORT INFRASTRUCTURE - RMPC - DELIVERY The Road Maintenance Performance Contract provides for Local Government staff to work on State-controlled roads to perform a range of maintenance tasks.	Director of Infrastructure and Environment	Monthly	●	60%		• RMPC delivered in accordance with contract. • Council receives monthly progress updates.	• Compliant. Slightly behind where we would ordinarily be at this time of year.

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	TRANSPORT INFRASTRUCTURE - TIDS The Department of Transport and Main Roads provides TIDS funding to Councils to assist in road maintenance and upgrade projects.	Director of Projects	Monthly	●	40%		<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"> TIDS (Transport Infrastructure Development Scheme) project - Nomination accepted. Contract executed with preferred supplier. Construction works pending in April 2023.
	TRANSPORT INFRASTRUCTURE - R2R The Department of Infrastructure and Regional Development provides R2R funding to Councils to assist in transport infrastructure maintenance and upgrade projects.	Director of Projects	Monthly	●	40%		<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"> R2R (Roads 2 Recovery) project - Nomination accepted. Contract executed with preferred supplier. Construction works pending in April 2023
	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.	Director of Projects	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
	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.	Director of Projects	Monthly	●	30%		<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"> DRFA 2122 projects - in progress. 8x Contracts Awarded with works commence in January 2023. 4xRFT's pending award in March 2023. 1x Contract completed. DRFA 2223 projects - pending site inspections
	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.	Chief Executive Officer	Ongoing	●	50%		<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"> Negotiations continue with CRA on Corella Park Road; RUA completed for Round Oak Road RUA completed for Ernest Henry Road NHVR permits reported on monthly in Council meeting reports
	CHINAMAN CREEK DAM Council has a range of responsibilities as a referable dam owner as outlined in: the Water Supply (Safety & Reliability) Act 2008, the Guideline for Failure Impact Assessment , Queensland Dam Safety Management Guidelines , Guidelines on Safety Assessments for referable dams	Chief Executive Officer	Quarterly	●	80%		<ul style="list-style-type: none"> Completion of Annual Project Upgrade Plan (1 Oct) Completion of Annual Safety Statement (1 Oct) Completion of annual safety inspection and/or 5-yearly comprehensive inspection (31 Dec 22) Completion of Comprehensive Risk Review (June 2023) Completion of Dam Safety training 	<ul style="list-style-type: none"> APUP completed in October 2022; Annual Safety Statement completed in October 2022; 5-year comprehensive inspection completed in December 2022; Comprehensive Risk Review on Track Dam Safety Training being investigated
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	●	30%		<ul style="list-style-type: none"> Council develops and maintains list of Betterment projects; Council advances Betterment Projects where eligible. 	<ul style="list-style-type: none"> Betterment projects - 4 potential betterment projects identified and scoped. 2 submitted but Betterment funding oversubscribed. 1 project successful (Kajabbi Rd Ch8.816 to Ch15.538)
Council invests in projects and initiatives that improve efficiencies in service delivery while achieving the same or a higher level of service.	ROADS OFF ALIGNMENT Cloncurry, like many local governments, has a significant portion of its road network off alignment. Any Council-controlled road off alignment presents a range of potential risks that should be mitigated.	Chief Executive Officer	Quarterly	●	75%		<ul style="list-style-type: none"> Complete Roxmere Road off alignment rectification items (August 2022) Complete southern Roads Off Alignment Pilot Project (August 2022) Scope northern Roads Off Alignment Project 	<ul style="list-style-type: none"> Southern Roads completed; Roxmere Road nearing completion; Future of substantive Roads Off Alignment project for Council's road network is ON HOLD, pending further discussions with the Department of Resources and LGAQ

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	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 of Infrastructure and Environment	Ongoing	●	75%		<ul style="list-style-type: none"> Implementation of MapInfo project (including dedicated training budget and bureau service). 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"> Council has engaged Mangoes Mapping to provide a GIS bureau service, which will be rolled out from Q3 2022-23
	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 of Infrastructure and Environment	Completed by June 2023	●	70%		<ul style="list-style-type: none"> Implementation and embedding of asset management system for inspections, audits, defects, work orders etc. across all asset classes: water, sewer, buildings, transport assets 	<ul style="list-style-type: none"> Assets transitioned in SynergySoft; Reflect being used to record defects and define work orders for transport asset classes.
	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 of Corporate Services	July	✓	100%		<ul style="list-style-type: none"> Transition asset register into Synergy Soft / Altus (July) 	<ul style="list-style-type: none"> Assets transitioned in SynergySoft.
	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 of Corporate Services	Monthly	●	90%		<ul style="list-style-type: none"> Monthly finance report details operational expenditure by asset class (water, wastewater, waste, buildings and facilities etc.). 	<ul style="list-style-type: none"> Monthly financial reports and other Directorate reports detail operational expenditure by asset class. Continual improvement is focused on, with emphasis on identification of trends and the impacts of efficiency improvements. Engagement with software providers to implement "live" reporting and structured analysis via an Altus/Synergysoft/Power BI interface.

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Valuing Our Environment

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

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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 of Infrastructure and Environment	Quarterly updates	●	75%		<ul style="list-style-type: none"> Adopt Budget to enable required actions under the Biosecurity Plan 2019-23. % implementation of Biosecurity Plan (Action Plan): deliver 1080 baiting programs (2 x aerial and 2 x ground baiting programs), Cloncurry River weed management project, aquatic weed harvesting at Chinaman Creek Dam (western bank) and other programs where funding permits. 	<ul style="list-style-type: none"> Budget adopted and pest management programs being delivered All other deliverables on track
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 of Infrastructure and Environment	Quarterly updates	●	0%		<ul style="list-style-type: none"> Adopt/Review/Amend Waste Reduction & Recycling Plan (including Site Based Management Plans). Implement Waste Reduction & Recycling Plan 	<ul style="list-style-type: none"> Not progressed.
	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 of Infrastructure and Environment	Quarterly updates	✓	100%		<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"> No longer required based on waste volumes received
	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 of Infrastructure and Environment	Monthly updates	●	75%		<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"> DES compliance inspection against EA indicates that Council is tracking well.
	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> . https://environment.des.qld.gov.au/__data/assets/pdf_file/0021/86340/managing-wt-qld-overview.pdf	Director of Infrastructure and Environment	Monthly updates	●	75%		<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"> No issues. System in place.
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 of Infrastructure and Environment	Monthly updates	●	75%		<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"> Monthly reporting completed in line with EA requirements. EA parameters being met

✓ 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?
	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. DWQMP guideline: https://www.resources.qld.gov.au/__data/assets/pdf_file/0010/45586/dwqmp-guidelines.pdf DWQMP review and audit guideline: https://www.resources.qld.gov.au/__data/assets/pdf_file/0008/105956/drinking-water-quality-review-and-audit-guidelines.pdf	Director of Infrastructure and Environment	Quarterly	●	75%		<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 Improvement Plan and to address improvement activities recommended by 3rd Party Audit. 	<ul style="list-style-type: none"> Council's DWQMP for Cloncurry and Dajarra was endorsed in Q2 2022-23. Improvement items are being progressed, though some items will fall into 2023-24 budget. Some initial issues with Verification Monitoring frequency in Dajarra.
	CLONCURRY WATER TREATMENT - MONITORING & REPORTING REQUIREMENTS 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 of Infrastructure and Environment	Monthly	●	75%		<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"> Initial review of CSS completed - have forward to QWRAP for review as a joint project; Monitoring system compliant (as validated by regulator) All mandatory reporting items being met. Additional work underway to automate processes SWIM data submitted. Some inconsistencies with 2021-22 date being reviewed. Data now being update monthly and being presented to Council. Automated reporting under development
	DAJARRA WATER TREATMENT - REPORTING REQUIREMENTS Council is in the process of transitioning the Dajarra non-potable water supply scheme to a drinking water supply scheme.	Director of Infrastructure and Environment	Quarterly	●	75%		<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. 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"> All mandatory reporting items being met. Additional work underway to automate processes Additional work underway to get more granular detail on price per kL for different water sources SWIM data submitted. Data now being update monthly and being presented to Council.

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  Needs Attention

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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	●	75%		• Value derived from memberships and delegations	Council is currently working with MITEZ on a de-carbonisation/renewables project (funded via RAB allocations) which has allowed Council to park a similar project that was to be delivered with own-source funds.
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 updates	●	75%		• Community Forums x 2 per annum. • Smoko with the Mayor. • Community/stakeholder engagement sessions held where relevant. • Community Satisfaction Survey issued.	All deliverables progressing as planned with the exception of the Community Satisfaction Survey. This item has become a talking point at a regional and sector level given that the LGAQ has walked away from this process.
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	●	75%		• Corporate Plan reviewed annually (April). • Performance against Corporate Plan deliverables captured in Annual Report (November).	• No material changes anticipated
	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	●	75%		• 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).	• Q3 report presented to April Council meeting • 2023-24 Operational Plan will be presented to May Workshop/Council meeting
	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 of Corporate Services	Quarterly	●	35%		• 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.	• Draft 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. • Specifications being sought for a fully managed services arrangement.
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	●	75%		• 1st half rates levied in August 2022. • 2nd half rates levied in February 2023. • Monthly Finance Report tracks rates revenue and rates arrears.	• 2022-23 rates levied in line with schedule • Monthly Council meeting reports track rates revenue and arrears • Continued improvements in the collection of long outstanding arrears in Qtr 3. • Process commenced for sale of seven properties for outstanding rates.

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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 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	●	75%		<ul style="list-style-type: none"> 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). 	<ul style="list-style-type: none"> Formal budget amendment not required in February as budget is tracking to bottom line. Budget preparation has commenced across all departments. Initial rates session held with Mead Perry in April 2023.
	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 of Corporate Services	Annually	✓	100%		<ul style="list-style-type: none"> AUDIT OPINION: unmodified audit opinion INTERNAL CONTROLS: Control Environment, Monitoring Activities, Risk Assessment, Control Activities, Information and Communication: at least 4/5 "effective" and no "ineffective" FINANCIAL STATEMENT PREPARATION: End of Financial Year Processes, Timeliness, Quality: No "ineffective" 	<ul style="list-style-type: none"> 2021-22 audit completed and signed-off. Internal Controls: 3/5 "effective", 2/5 "partially effective"
	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	●	75%		<ul style="list-style-type: none"> Observation Report tabled in line with <i>Local Government Regulation 2012</i> timeframes. 	<ul style="list-style-type: none"> Council did not meet the anticipated 31 October 2022 sign-off timeframe. Unmodified audit opinion received 2 x significant deficiencies identified Internal controls satisfactory
	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	●	65%		<ul style="list-style-type: none"> 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). Deliver 2 x internal audits: internal controls and fraud management 	<ul style="list-style-type: none"> Internal Audit Plan developed Internal audits for Plant & Fleet Management and for Fraud and Misconduct have commenced. Will be completed in early Q4 of 2022-23 Development of Internal Audit Plan for 2023-23 underway
	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%		<ul style="list-style-type: none"> Completion of internal audits scheduled for 2022-23. Prepare progress report for the internal audit and present to Audit Committee. 	<ul style="list-style-type: none"> Updates on previous audits presented to Audit & Risk Committee

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	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%		<ul style="list-style-type: none"> 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>. 	<ul style="list-style-type: none"> No issues. Budget adopted and Audit & Risk Committee members appointed.
	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.	Chief Executive Officer	Quarterly	●	75%		<ul style="list-style-type: none"> Audit Committee meeting schedule confirmed for financial year (April). Audit Committee meetings held in accordance with schedule. Audit Committee reviews internal audit function, internal audit progress reports, draft financial statements, enterprise risk management framework etc. Audit Committee self-assessment completed (May). 	<ul style="list-style-type: none"> Timing of meetings has been adjusted in line with external audit milestone timeframes. All content requirements met Self-assessment to be scheduled
	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.	Chief Executive Officer	Quarterly updates	●	75%		<ul style="list-style-type: none"> Annual review of Enterprise Risk Management Framework by Audit Committee (May). Review and update of Strategic and Operational Risk Registers (quarterly). Review of Business Continuity Plan and completion of business continuity exercise (November). Review of Fraud Risk Register (February). 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"> All deliverables being met Fraud Risk Management Policy, Fraud & Corruption & Control Plan, Fraud Risk Registers reviewed in March/April 2023.
	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.	Chief Executive Officer	Quarterly	●	50%		<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"> Hiatus in reviews of Register over last quarter. To recommence in Q4 2022-23
	LOCAL LAWS Local laws are statutory instruments made by local governments to regulate a broad range of issues within their communities.	Chief Executive Officer	December	●	0%		<ul style="list-style-type: none"> Local laws reviewed annually. Local laws amended where necessary. New local laws adopted where necessary. 	Not commenced. Limited success in attracting Governance and Risk Coordinator.

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	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.	Director of Corporate Services	Quarterly		75%		<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 a small number of non-integrated databases. Tasking process continues to improve and staff are utilisation has increased.
	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. https://www.dlgrma.qld.gov.au/__data/assets/pdf_file/0027/48195/local-government-compliance-checklist.pdf	Director of Corporate Services	Monthly		90%		<ul style="list-style-type: none"> Council monitors and maintains a compliant website. Internal reporting to be developed and completed monthly 	<ul style="list-style-type: none"> No significant non-compliances identified. Internal self-review checklists available Monthly reporting to be established.
	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.	Director of Corporate Services	Annually		75%		<ul style="list-style-type: none"> Relevant insurances maintained (PL, PI, Workcover, Cyber, Assets). Specialist VFM review conducted biennially (March 2024). 	<ul style="list-style-type: none"> All relevant and appropriate insurances are in place for the 2022-23 year. Annual reviews and insurance declarations commenced in March 2023, with the remaining declarations due 24 April 2023. Process on track.
	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. https://www.dlgrma.qld.gov.au/__data/assets/pdf_file/0027/48195/local-government-compliance-checklist.pdf	Chief Executive Officer	Monthly		75%		<ul style="list-style-type: none"> Reviews conducted in accordance with Policy Review Schedule All statutory policies reviewed in accordance with relevant legislation and uploaded to CSC website 	Last 2 x outstanding statutory policies being reviewed in April 2023. No substantive changes recommended.
	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.	Director of Corporate Services	Monthly		75%		<ul style="list-style-type: none"> Establish Policy Register. Establish Policy Review Schedule. Provide monthly update in EOM reports. 	<ul style="list-style-type: none"> Majority of policies reviewed and Register established. Policies reviews continue to be undertaken and presented to Council as required. Review schedule to be formalised and monthly reporting to be established.
	COMPLAINTS MANAGEMENT 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"> Administrative Action Complaints Councillor conduct or performance complaints Competitive neutrality complaints Mandatory reporting of the above in Council's Annual Report. 	<ul style="list-style-type: none"> Complaints managed in accordance with statutory requirements

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	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: <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		75%		<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 	No issues
	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.	Director of Infrastructure and Environment	Quarterly		75%		<ul style="list-style-type: none"> • Develop, monitor and update website content compliance (via 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 items currently up to date (DWQMP and SWIM recently added).
	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.	Manager Planning and Environment	Annually		50%		<ul style="list-style-type: none"> • Annual inspections of businesses completed • Food licences provided to all businesses who met compliance requirements 	<ul style="list-style-type: none"> • Annual inspections to process in June 2023. Procurement completed for a contract EHO to complete this process.
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.	ORGANISATIONAL CULTURE - LEARNING & DEVELOPMENT "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"> • 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. • Development and implementation of new induction/onboarding process 	<ul style="list-style-type: none"> • Training budget front-ended and majority of training completed in Q1 and Q2 of 2022-23; • Skills and training matrix developed; • Compulsory training completed Improvement opportunities remain in relation to the onboarding process, which is currently being reviewed by ELT and HR/WHS.
	ORGANISATIONAL CULTURE - WHS "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 & 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. https://www.worksafe.qld.gov.au/_data/assets/pdf_file/0023/22289/guide-to-work-health-and-safety-act-2011.pdf	Chief Executive Officer	Quarterly		75%		<ul style="list-style-type: none"> • Council implements and embeds its Safety Management System. • Council allocates an appropriate budget and resources to meet WHS requirements. • Annual and Monthly WHS Action Plans developed and adopted (and delivered via the Safety Management System). 	<ul style="list-style-type: none"> • System in place • Implementation of audit improvement items progressing. • Standard agenda item for Council meetings and Audit & Risk Committee meetings.

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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?
	ORGANISATIONAL CULTURE - ENGAGEMENT, ACCOUNTABILITY, RECOGNITION "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"> 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 managed via Performance Management Process. Performance monitoring and management is linked to Corporate Plan and Operational Plan deliverables. 	<ul style="list-style-type: none"> Retention Rate improving / Turnover Rate decreasing Certified Agreement to be registered in Q4 2022-23; JCC meetings held as required; WHS Committee meetings held monthly PDs routinely reviewed, KPIs under development for all staff
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	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.	Chief Executive Officer	Annual	●	75%		<ul style="list-style-type: none"> Emergency Action Plan is reviewed and up to date in accordance with regulated timeframes and processes EAP drill completed Detailed risk assessment of dam safety infrastructure completed 	<ul style="list-style-type: none"> EAP exercise completed in December 2022; Detailed Risk Assessment project underway and scheduled for completion in Q4 2022-23
	DISASTER MANAGEMENT Local Governments and Local Disaster Management Groups play a key role in the planning, preparation, response and recovery cycles to natural disasters.	Mayor Chief Executive Officer LDMG	Quarterly updates	●	75%		<ul style="list-style-type: none"> LDMG meetings hosted as required and in line with statutory requirements LDMP reviewed annually LDMG membership updated as required Disaster Management exercises hosted in line with statutory requirements. 	<ul style="list-style-type: none"> EAP exercise completed in December 2022 for Chinaman Creek Dam; Airport exercise held in Q3 2022-23

 Completed
  On Track
  On Hold
  Not Started
  Needs Attention