

# Corporate Plan 2021-2026



# INTRODUCTION FROM MAYOR & CEO

## Mayor Greg Campbell

I am very proud to present the Cloncurry Shire Council Corporate Plan 2021-2026. The Corporate plan is a statutory requirement for Council, but more importantly it is our vision for the community for the next 5 years.



The plan sets the direction for the CEO and staff to create operational plans and budgets for the Council.

The vision is to create and maintain a safe and vibrant community for our families and businesses to thrive and prosper.

Maintaining our critical infrastructure to an acceptable level and providing the services required by a modern country town are the foundation of the Plan.

Highlighting our strong industries and promoting new opportunities for our people and businesses is a key focus area.

This Plan sets a direction of well-planned investment in community infrastructure to enhance the liveability and growth of our Shire and continues

to position Cloncurry as a driver of positive change and prosperity in the region.

Greg Campbell

Mayor

## Chief Executive Officer Phillip Keirle

Council's Corporate Plan outlines the vision, goals, outcomes and strategic actions for council as an organisation over a five-year period. These goals, actions and outcomes have been shaped by community engagement and expectation, by emerging trends and technologies, by our recent experiences with flood and drought, by regulatory context and compliance requirements, by prevailing social and economic conditions and by our mandate to leave the world a little better than how we found it.

To determine if we are achieving the latter and to drive the accountability of Councillors and Council Officers, the Plan also outlines the performance indicators that will be used for measuring our progress and successes. These indicators are at their broadest in the Corporate Plan and elaborated in ever greater detail in the annual Operational Plans, budgets and corporate

strategies that are derived from the Corporate Plan. This provides our stakeholders with the opportunity to track our progress via monthly Council meeting reports, quarterly Operational Plan reports, Council's Annual Reporting requirements and through continued consultation with our stakeholders.

If we discharge our responsibilities well, we will deliver efficient, effective and sustainable services to the community. This is our aim and this is what we want to be judged on.

Philip Keirle

Chief Executive Officer







# INTRODUCTION TO CORPORATE PLAN

## OUR VALUES

In all our actions and relationships, we act HONESTLY, with INTEGRITY, ACCOUNTABILITY, RESPECT and FRIENDLINESS.

## OUR VISION

Cloncurry: a growing Shire renowned for its friendliness and prosperity, for its outstanding communities, lifestyle, and endless opportunities.

## OUR KEY SERVICE AREAS

1. Investing in Our Communities, People & Lifestyle
2. Strengthening Our Economies & Supporting Growth
3. Building and Maintaining Our Infrastructure
4. Valuing Our Environments
5. Effective & Inclusive Governance







Corella Dam





# About the Corporate Plan

## LEGISLATIVE REQUIREMENTS

It is a statutory requirement under section 165 of the Local Government Regulation 2012 that Council develops and adopts a Corporate Plan.

1. A local government must prepare a 5-year corporate plan for each period of 5 financial years.
2. A local government must adopt its 5-year corporate plan in sufficient time to allow a budget and annual operational plan, consistent with the corporate plan, to be adopted for the first financial year that is covered by the plan.
3. A local government may, by resolution, amend its 5-year corporate plan at any time.
4. A local government must discharge its responsibilities in a way that is consistent with its 5-year corporate plan.

## PLANNING FRAMEWORK

The Cloncurry Shire Council's Corporate Plan 2021-26 is a set of strategic themes and goals that will guide the Council's strategies, policies, programs, service delivery and capital works for the term of the plan – 1 July 2021 to 30 June 2026.

The Corporate Plan is a road map for the future, it is not a detailed business plan or action plan supported by Council's annual Operational Plan which details the activities and projects planned to achieve our goals. The Annual Budget provides the funding and resources to meet the objectives of the Operational Plan.

## PRINCIPLES

Council operates under principles-based legislation. This requires that Council adheres to and promotes the following:

LOCAL GOVERNMENT PRINCIPLES	SOUND CONTRACTING PRINCIPLES
<ol style="list-style-type: none"><li>1. Transparent and effective processes, and decision-making in the public interest.</li><li>2. Sustainable development and management of assets and infrastructure, and delivery of effective services.</li><li>3. Democratic representation, social inclusion, and meaningful community engagement.</li><li>4. Good governance of, and by, local government.</li><li>5. Ethical and legal behaviour of councillors and local government employees</li></ol>	<ol style="list-style-type: none"><li>1. Value for money; and</li><li>2. Open and effective competition; and</li><li>3. The development of competitive local business and industry; and</li><li>4. Environmental protection; and</li><li>5. Ethical behaviour and fair dealing.</li></ol>

## COMMUNITY CONSULTATION

A draft Corporate Plan was prepared and circulated for community comment for a period of 21 days from 26 May 2021 to 16 June 2021. This gave the community the opportunity to review the draft plan and provide comments back to Council for consideration. Following consideration by Council, the Corporate Plan 2021-26 was adopted at a Special Council Meeting on 6 July 2021.







# PRIORITY PROJECTS & INITIATIVES

The following projects and initiatives are those that Council is focused on delivering over the next five years. Given the degree to which Council leverages external funding and partnerships to deliver Priority Projects, it is difficult to indicate with absolute certainty which projects will be completed in which year of the Corporate Plan 2021-26. It is also important to recognise the degree to which Council exercises direct influence and control over project delivery. In some instances, Council has full control in devising and delivering a project; in others, Council seeks to advocate and invest to secure outcomes that will be delivered by others.

## PRIORITY PROJECTS(COUNCIL)

- Development of a signature multi-purpose tourism, recreation and community facility in Cloncurry
- Upgrade to the Saleyards Precinct
- Scarr Street Upgrade
- Chinaman Creek Dam Reserve & Walkway Upgrades
- Acquisition of Corella Dam
- Rural Road Sealing
- Coppermine Creek Bridge Upgrade
- Delivery of Betterment (Resiliency) projects in partnership with QRA
- Perkins Street Sub-Division

## PRIORITY PROJECTS(EXTERNAL-JOINT)

- Cloncurry Hospital Upgrades
- Bridge Upgrades: Malbon, Tommy's Creek, Butcher's Creek and Corella Bridge Upgrades
- Copperstring 2.0
- Enable and support irrigated agriculture projects and initiatives.
- Sealing of 7708

## PRIORITY INITIATIVES

- Urban renewal and enhancement program
- Waste Management, reduction and recycling Initiatives
- Improved access to childcare and Out of School Hours Care (OSHC)
- Biosecurity
- Progressive increase in use of renewable power sources
- Cloncurry as a base for innovative industries: drone/aviation, film and television production, technology minerals etc.






Florence Clark Park





# 1. INVESTING IN OUR COMMUNITIES, PEOPLE & LIFESTYLE

**KSA1:** Our family friendly Shire and supportive community spirit are underpinned by sustainable facilities and institutions that promote positive community, health, educational and recreational outcomes.

	<b>INVESTMENT PRIORITIES</b> Liveable Communities Active Lifestyles Strong Service Network		<b>HOW OUR COMMUNITY ASSISTS</b> Volunteering Active Participation
	<b>KEY SERVICES</b> Community Events   Disaster Response and Recovery   Community Development Library Services   Sport and Recreation   Aged and Youth Services   Community Facilities (Swimming Pool, Equestrian Centre, Art Gallery, Early Learning Centre, Airport, Cemeteries.		

Strategic Focus	Activity	Measure
<b>1.1 Population Attraction &amp; Retention</b>	Council's suite of policies, projects and initiatives, its lobbying and advocacy efforts, its partnerships and investments all contribute to the sustainability and growth of Cloncurry.	<ul style="list-style-type: none"> <li>Population</li> <li>Number of businesses</li> </ul>
<b>1.2 Health care services (incl. aged care services)</b>	Council facilitates the development of the Cloncurry Health Vision strategy and actively supports the delivery of the objectives elaborated within.	<ul style="list-style-type: none"> <li>Implementation of Health Vision 2021-23</li> <li>Cloncurry Hospital Upgrade</li> </ul>
<b>1.3 Childcare services</b>	Council supports, through direct investment or through facilitation and advocacy, childcare, and Out of School Hours Care services in Cloncurry.	<ul style="list-style-type: none"> <li>Availability of services</li> <li>Affordability of services</li> <li>"Meets" or "Exceeds"</li> </ul>
<b>1.4 Housing &amp; Accommodation</b>	The availability, suitability and affordability of accommodation is a key component of population attraction and retention.	<ul style="list-style-type: none"> <li>Housing availability</li> <li>Housing affordability</li> </ul>
<b>1.5 Sport &amp; Recreation (facilities and events)</b>	Council supports, through direct investment or through facilitation and advocacy, the services, facilities, and clubs that enable and encourage participation in a diversity of sport and recreation activities and events.	<ul style="list-style-type: none"> <li>Community satisfaction</li> <li>Community wellbeing indicators</li> </ul>
<b>1.6 Organisational Culture</b>	Council enables and empowers its staff. Council drives a culture of continual improvement. Council cares for and looks after its workforce.	<ul style="list-style-type: none"> <li>Staff retention rate</li> </ul>
<b>1.7 Community Events</b>	Council delivers and sponsors the delivery of a range of events that appeal to locals and visitors.	<ul style="list-style-type: none"> <li>Events, donations, sponsorship budget</li> </ul>








Ernest Henry Mine





## 2. STRENGTHENING OUR ECONOMY & SUPPORTING GROWTH

**KSA2:** 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.

	<b>INVESTMENT PRIORITIES</b>  Attracting population growth at a sustainable rate  Experience Cloncurry  North West Transport Hub		<b>HOW OUR COMMUNITY ASSISTS</b>  Friendliest Spirit  Buy Local  Create opportunities for traineeships, work experience and apprenticeships
	<b>KEY SERVICES</b>  Tourism & Events   Economic Development   Planning & Development   Regional Collaboration   Cloncurry Unearthed   Cloncurry Airport   John Flynn Place   Saleyards   Building Services   Marketing, Communication & Media		

Strategy	Activity / Description / Outcome	Measure
<b>2.1 Advocacy: local, regional, state, and national</b>	Council secures positive outcomes for the Shire or leverages its memberships in key organisations to drive positive outcomes for the Shire and the region.	<ul style="list-style-type: none"> <li>• Value derived from memberships and delegations</li> </ul>
<b>2.2 Local business and industry</b>	Council supports the development of competitive local business and industry in line with Council's Economic Development Strategy and in concert with relevant regional and state-wide strategies.	<ul style="list-style-type: none"> <li>• No. of businesses</li> <li>• No. of employees / trainees / apprenticeships</li> <li>• Use of Preferred &amp; Prequalified Suppliers</li> <li>• Sale of industrial lots</li> </ul>
<b>2.3 Digital investments: connectivity, reliability, speed, data</b>	Council invests directly in, or supports through lobbying and advocacy efforts, the continued improvement of digital connectivity in Cloncurry and the region.	<ul style="list-style-type: none"> <li>• Impact of support / investments on digital inclusion: coverage, speed, data, reliability</li> </ul>
<b>2.4 Council business units</b>	Council's business units are commercially viable (Cloncurry Saleyards, Cloncurry Aerodrome, Curry Kids Early Learning Centre)	<ul style="list-style-type: none"> <li>• Revenue</li> <li>• Profitability</li> </ul>
<b>2.5 Tourism &amp; Events</b>	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.	<ul style="list-style-type: none"> <li>• Average length of stay</li> <li>• Overnight visitor expenditure</li> <li>• % implementation of Tourism Strategy</li> </ul>





Cloncurry Sale Yards



Cloncurry Aerodrome



Strategy	Activity / Description / Outcome	Measure
		<ul style="list-style-type: none"> <li>• Signature multi-purpose tourism, recreation and community facility constructed</li> </ul>
<b>2.6 Broadening the economic base</b>	Council supports and invests in opportunities that promote economic diversification and a broadening of the Shire and the region's economic base.	<ul style="list-style-type: none"> <li>• Water allocations (ML)</li> <li>• Irrigated Ag initiatives</li> <li>• Revenue from film and television production</li> </ul>
<b>2.7 Urban renewal and enhancement</b>	Council's planning, policies and investments improve urban amenity and connectivity in Cloncurry	<ul style="list-style-type: none"> <li>• No. of urban renewal and enhancement projects completed</li> </ul>








Chinaman Creek Dam





### 3. BUILDING AND MAINTAINING OUR INFRASTRUCTURE

**KSA3:** Our infrastructure is strategically planned and well maintained to ensure the delivery of quality services to our community and to facilitate growth opportunities where viable.

	<b>INVESTMENT PRIORITIES</b>  Asset Management  Township Renewal & Enhancement  Strong Transport Network		<b>HOW OUR COMMUNITY ASSISTS</b>  Water Wise  Waste Reduction  Civic Participation
	<b>KEY SERVICES</b>  Road, Drainage & Footpath Construction & Maintenance   Parks & Gardens   Construction & Maintenance   Water & Sewer Treatment & Supply   Workshop and Fleet Management   Project Management		

Focus	Activity	Measure
<b>3.1 Asset management framework and capabilities</b>	Council develops, implements, and maintains an effective and compliant asset management framework.	<ul style="list-style-type: none"> <li>• Asset Management Plans in place and updated for all asset classes</li> </ul>
<b>3.2 Asset Investments: Transport, Water, Sewer, Buildings &amp; Other Structures, Sport and Recreation, Plant, and Fleet</b>	Council manages, maintains, renews, and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements.	<ul style="list-style-type: none"> <li>• Whole of Life Costing embedded in all asset investment decisions.</li> <li>• Operating surplus ratio</li> </ul>
<b>3.3 Resilient infrastructure, resilient communities</b>	Council identifies opportunities and leverages funding to build more resilient infrastructure.	<ul style="list-style-type: none"> <li>• Number and value of Betterment Projects delivered.</li> </ul>
<b>3.4 Efficient and effective services</b>	Council invests in projects and initiatives that improve efficiencies in service delivery while achieving the same or a higher level of service.	<ul style="list-style-type: none"> <li>• Operating Surplus Ratio</li> </ul>
<b>3.5 Water security, supply, and quality</b>	Council investments and advocacy increase water security for the communities of Cloncurry Shire. Council advocates to improve water access, monitor water allocation, and lower reliance. Council provides water inline with Water Supply Scheme and Drinking Water Quality Management Plan.	<ul style="list-style-type: none"> <li>• Water security (access, allocation, and reliance)</li> <li>• Water supply</li> <li>• Water quality</li> <li>• ML allocation</li> <li>• % reliance on water source</li> </ul>









## 4. VALUING OUR ENVIRONMENT

**KSA4:** Our natural resources are valued, our cultural heritage is protected, and our landscape amenity is improved.

	<b>INVESTMENT PRIORITIES</b> Biosecurity Cultural Heritage Landscape Amenity		<b>HOW OUR COMMUNITY ASSISTS</b> Animal Care Waste Reduction Civic Participation
	<b>KEY SERVICES</b> Regulation & Compliance   Waste Management   Recycling & Reuse   Environmental Health Biosecurity Program   Rural Land Management   Environmental Services		

Focus	Activity	Measure
<b>4.1 Biosecurity</b>	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.	<ul style="list-style-type: none"> <li>• % implementation of Biosecurity Plan (annual action plan)</li> </ul>
<b>4.2 Waste management operations</b>	Council's waste reduction, waste management and recycling activities and initiatives promote improved environmental outcomes for the Shire and the region.	<ul style="list-style-type: none"> <li>• Compliance with Environmental Authority (EA) – Waste</li> <li>• % implementation of Waste Reduction and Recycling Plan</li> </ul>
<b>4.3 Utilities</b>	Council's utility services are efficient, effective, and compliant with the Environmental Authorities and other regulatory instruments that govern these services	<ul style="list-style-type: none"> <li>• Compliance with EA – Water, Wastewater</li> <li>• Compliance with Drinking Water Quality Management Plan</li> <li>• OpEx cost of service per capita</li> </ul>
<b>4.4 Energy</b>	Council investments and advocacy activity contribute to more reliable and affordable energy.	<ul style="list-style-type: none"> <li>• No. of initiatives supported that improve reliability of energy.</li> <li>• No. of initiatives supported that reduce costs of accessing energy.</li> </ul>







  
CLONCURRY  
SHIRE COUNCIL  
ADMINISTRATION  
CENTRE

## 5. EFFECTIVE & INCLUSIVE GOVERNANCE

**KSA5:** Council decision-making processes are efficient, effective, transparent, and inclusive. Decision-making promotes and balances the long-term sustainability of our community, our environment, our assets, and our finances. As an organisation, we are committed to quality customer service and continuous improvement.

	<b>INVESTMENT PRIORITIES</b> Communication Tools Continuous Improvement System Training & Development		<b>HOW OUR COMMUNITY ASSISTS</b> Supportive Engagement Timely Payments
	<b>KEY SERVICES</b> Workplace, Health & Safety   Human Resource Management   Financial Services   Information Technology   Customer Service   Governance   Grant Management   Property Management   Business Improvement   Disaster Management		

Focus	Activity	Measure
<b>5.1 Stakeholder consultation &amp; engagement</b>	Consultation and engagement is 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	<ul style="list-style-type: none"> <li>• Community Satisfaction Survey</li> <li>• No. of engagements (surveys, forums, events etc.)</li> </ul>
<b>5.2 Corporate strategies</b>	Review, update and implement the deliverables of key strategic plans (tourism, economic development, biosecurity)	<ul style="list-style-type: none"> <li>• % implementation of strategic plans</li> <li>• Continued consultation on plans</li> </ul>
<b>5.3 Advocacy</b>	Council advocates for and secures positive outcomes for the Shire and the region. Council leverages its memberships in key organisations to drive positive outcomes for the Shire and the region.	<ul style="list-style-type: none"> <li>• Value derived from memberships and delegations</li> </ul>
<b>5.4 Sustainability</b>	Council's budgeting and investment decisions ensure Council's continued financial sustainability	<ul style="list-style-type: none"> <li>• Financial sustainability ratios</li> </ul>
<b>5.5 ICT / Business Systems &amp; Applications</b>	Council invests in technology where such investments drive improved compliance, productivity, customer service and security.	<ul style="list-style-type: none"> <li>• Continuous improvement (efficiency / effectiveness)</li> </ul>







<b>5.6 Governance and risk management frameworks</b>	Council develops, implements, and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<ul style="list-style-type: none"> <li>• Operational Plan deliverables (Local Laws, Registers, Delegations, internal audit, Audit Committee, complaints management)</li> </ul>
<b>5.7 Organisational Culture</b>	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.	<ul style="list-style-type: none"> <li>• Staff retention rates</li> </ul>
<b>5.8 Disaster Management</b>	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	<ul style="list-style-type: none"> <li>• Disaster Management Plan</li> <li>• Betterment/Resiliency projects delivered</li> </ul>
<b>5.9 Ethical and lawful</b>	Conduct of Councillors and staff is ethical and lawful	<ul style="list-style-type: none"> <li>• Complaints recorded / upheld per Annual Report</li> </ul>



