



CLONCURRY SHIRE COUNCIL

Operational Plan
2022 - 2023



Table of Contents

Introduction	3
Purpose of the Operational Plan.....	3
How we manage risk.....	3
Investing in our Communities, People & Lifestyle	4
Strengthening Our Economy & Supporting Growth	7
Building and Maintaining Our Infrastructure.....	10
Valuing Our Environment.....	15
Effective & Inclusive Governance	18

Introduction

Purpose of the Operational Plan

The annual Operational Plan sets out the activities that Council will undertake during the year to deliver the outcomes of the Corporate Plan. The deliverables in the Operational Plan inform the budget for the relevant financial year.

Together the following integrated documents form the local government's system of financial management:

- Corporate Plan 2021-26 incorporating community engagement.
- Long-term asset management plan and long-term financial forecast.
- 2022-23 annual budget and annual Operational Plan.

The Chief Executive Officer must present a written quarterly progress report to Council outlining progress towards implementing the annual Operational Plan. Council may amend the Operational Plan during the year by resolution.

How we manage risk

The annual Operational Plan must state how operational risks are managed. Council manages risk through various instruments and frameworks, each of which has a governance regime to implement, monitor, review, and report on the various risks we face and how they are being mitigated. The requirements to manage these instruments and frameworks are outlined in the Operational Plan, with timeframes and accountabilities detailed throughout. Some of the key risk management instruments and frameworks are identified below.

Framework	Purpose
Asset Management Plans	Council's asset management plans ensure Council plans for the future maintenance, renewal and replacement of assets, as well as the implications of upgrades and new asset acquisitions.
Business Continuity Plan	Addresses the risks associated with continuation of the business of council in the case of a business disruption event.
Strategic and Operational Risk Register	Lists the various risks to Council's business, with mitigating strategies.
Insurance	Council maintains a wide-range of insurances (PL, PI, LGW, Cyber, project-based) to mitigate against the risks Council faces in day-to-day and project-specific activities.
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.
Audit Committee	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; the internal audit function; and the effectiveness and objectivity of the local government's internal auditors.
External Audits	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.
Project Assessment Framework	Council utilises the QTC and Building Queensland project assessment frameworks to drive consistency and best practice in project selection and development.
Local Disaster Management Plan and Emergency Action Plans	Addresses risks associated with natural disasters as well as specific risks associated with dam infrastructure.
Fraud Risk Framework	Comprises a fraud and corruption control plan and associated supporting documents including a fraud risk register to mitigate the risk of fraud and corruption within and against the Council.
Training and Development	Council invests in the training and development of its staff to ensure staff are aware of the risks associated with their roles and are equipped to manage and mitigate these risks.

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	How we know we did it	Who is accountable	When we plan to do it
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.	URBAN RENEWAL / REVITALISATION # Development and delivery of Policy / Strategy # Allocation of funding to deliver items in Policy / Strategy	Director Communities	Quarterly
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.	CHILDCARE SERVICES # Council reduces waiting list numbers through appropriate staff, infrastructure and business systems investments. # Council manages risks of operating facility through development and implementation of a business plan	Director Communities	Monthly reporting Quarterly reviews
Council supports, through direct investment or through facilitation and advocacy, childcare, and Out of School Hours Care services in Cloncurry.	CHILDCARE SERVICES Council aspires toward achieving and maintaining a rating of "Meeting" or "Exceeding" the National Quality Standard across the seven (7) quality areas. Rating: https://www.acecqa.gov.au/assessment/assessment-and-rating-process Quality Standards: https://www.acecqa.gov.au/sites/default/files/2018-07/RevisedNQSHandoutA4.pdf	CHILDCARE SERVICES # Council receives a "Meeting" or "Exceeding" rating for the Curry Kids Early Learning Centre.	Director Communities	Annual
Council supports, through direct investment or through facilitation and advocacy, childcare, and Out of School Hours Care services in Cloncurry.	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.	OUT OF SCHOOL HOURS CARE # 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.	Director Communities	Annual
Council supports, through direct investment or through facilitation and advocacy, the services, facilities and clubs that enable and encourage participation in sport and rec activities and events.	SPORT & RECREATION Council invests in a wide-range of sport and recreation assets and funds a wide-range of sport and recreation activities. This investment is aimed at promoting community well-being and in maintaining/enhancing the liveability of our community.	SPORT & RECREATION - AQUATIC FACILITY # Complete tender process and award contract for management of the Cloncurry Aquatic Facility # Monthly reporting on key Agreement parameters (usage, regulatory compliance, maintenance etc.)"	Director Infrastructure & Environment	Monthly reporting
Council supports, through direct investment or through facilitation and advocacy, the services, facilities and clubs that enable and encourage participation in sport and rec activities and events.	SPORT & RECREATION Council invests in a wide-range of sport and recreation assets and funds a wide-range of sport and recreation activities. This investment is aimed at promoting community well-being and in maintaining/enhancing the liveability of our community.	SPORT & RECREATION - STRATEGY # Development and implementation of a 4-year Sport & Recreation Strategy to coincide with the 2022-26 Corporate Plan	Director Communities	Quarterly reporting

Investing in our Communities, People & Lifestyle

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Council supports, through direct investment or through facilitation and advocacy, the services, facilities and clubs that enable and encourage participation in sport and rec activities and events.	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.	SPORT & RECREATION TOURISM - CORELLA PARK DAM # Secure relevant tenure (freehold and reserve) over Corella Park Dam / Clem Walton # Corella Park Masterplan - camping and recreation substantively progressed	CEO Director Communities	Quarterly reporting
Council supports, through direct investment or through facilitation and advocacy, the services, facilities and clubs that enable and encourage participation in sport and rec activities and events.	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.	SPORT & RECREATION TOURISM - CHINAMAN CREEK DAM # Completion of phase 1 of Chinaman Creek Dam Reserve Upgrade (December 2022) # Completion of path from town to Chinaman Creek Dam (December 2022)	Director Projects	Monthly reporting
Council's planning, policies and investments improve urban amenity and connectivity in Cloncurry	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.	MARY K PARK FCP SHEAFFE ST ROBERTSON PARK CEMETERY SPORT & RECREATION GROUNDS # Service level standards developed for key sites # Works programs, inspections, audits, defect logging program in place to monitor adherence to service level agreements	Director Infrastructure & Environment	Monthly
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.	HEALTH CARE SERVICES # % 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	Director Communities Director Corporate Services	Quarterly
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.	EVENTS - COUNCIL # 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	Director Communities	Monthly
Council delivers and sponsors the delivery of a range of events that appeal to locals and visitors.	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.	EVENTS - COMMUNITY # 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.	Director Communities	Monthly
Council supports, through direct investment or through facilitation and advocacy, the services, facilities, and	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.	REGIONAL ARTS & DEVELOPMENT FUND (RADF) # Council delivers RADF program in line with program guidelines and Committee terms and conditions.	Director Communities	Quarterly

Investing in our Communities, People & Lifestyle

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clubs that enable and encourage participation in a diversity of sport, cultural and recreational and rec activities and events.	RADF invests in local arts and cultural priorities, as determined by local communities, across Queensland.			
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, cultural and recreational and rec activities and events.	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.	LIBRARY SERVICES # First Five Forever Program delivered # Longitudinal data on membership and usage developed # Deliver initiatives/improvements to library experience and drive increased usage	Director Communities	Monthly
Investing in Our Communities, People & Lifestyle 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	VENUES & FACILITIES 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.	VENUES & FACILITIES - BOOKINGS CAPABILITY # 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.	Director Communities	Quarterly
Investing in Our Communities, People & Lifestyle 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	VENUES & FACILITIES 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.	VENUES & FACILITIES – USER GROUPS # Quarterly user group meetings held # Outputs of user group meetings reported to Council	Director Communities	Quarterly
Investing in Our Communities, People & Lifestyle 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	COMMUNITY SAFETY Cloncurry Shire Council is committed to protecting people and assets. Where necessary, CCTV surveillance is used to assist in meeting this commitment.	COMMUNITY SAFETY # Council progressively integrates and upgrades its CCTV network	Corporate Services	Quarterly
Investing in Our Communities, People & Lifestyle 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	HORSE AGISTMENT The community of Cloncurry has indicated an interest in establishing paddocks for agisting horses.	HORSE AGISTMENT # 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.	Director Infrastructure & Environment	Quarterly

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.

Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
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.	ECONOMIC DEVELOPMENT # Review and update of Council's Economic Development Strategy (combine with Tourism Strategy) # % implementation of Economic Development Strategy	Director Communities	Quarterly
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).	DIGITAL CONNECTIVITY # Support initiatives that improve digital connectivity, speed, data and reliability, including the Cloncurry to Normanton Telecommunications Corridor, the Quamby RT project, the Sally Creek RT project, the Dajarra 4GX project and the Corella Dam 4GX project.	CEO	Quarterly
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.	SALEYARDS # Completion of Saleyards Precinct Master Plan # Progressive implementation of Master Plan # Facility hosts bull sale in April 2023	Director Projects Director Communities	Annual
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.	SALEYARDS # Throughput: no. of head of cattle; # Profitability of Saleyards # Rolling review of fees and charges # Entry into new lease/licence agreements where required / advantageous	Facility Managers Director Corporate Services	Monthly reporting
Council's business units are commercially viable (Cloncurry Saleyards, Cloncurry Aerodrome, Curry Kids Early Learning Centre)	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.	AIRPORT # Completion of Cloncurry Airport Masterplan # Progressive implementation of Masterplan # Completion of Dajarra Airstrip project	Director Projects	Monthly reporting
Council's business units are commercially viable (Cloncurry Saleyards, Cloncurry Aerodrome, Curry Kids Early Learning Centre)	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.	AIRPORT # 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	Director Corporate Services	Monthly reporting

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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.	DEVELOPMENT OF COMPETITIVE LOCAL BUSINESS & INDUSTRY The Sound Contracting Principles (s104 of the Local Government Act 2009) identify the development of competitive local business and industry as one of the core principles of procurement and contracting for local governments	DEVELOPMENT OF COMPETITIVE LOCAL BUSINESS & INDUSTRY # Maintain registers of pre-qualified suppliers for: Trades & Services, Plant Hire, Quarry Materials, Tyres, Tubes & Associated Services, Mechanical Services.	Procurement Manager	Quarterly
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.	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.	LOCAL BUSINESS - LOCAL BUSINESS NETWORK # 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	Director Communities Manager Tourism and Economic Development	Quarterly
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.	ECONOMIC DIVERSIFICATION - IRRIGATED AGRICULTURE # Continue efforts to support / secure irrigated agriculture investment/operations in Cloncurry.	Director Communities	Quarterly
Council supports and invests in opportunities that promote economic diversification and a broadening of the Shire and the region's economic base.	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	ECONOMIC DIVERSIFICATION - FILM & TV # No. and success of advocacy efforts to attract film and TV production to Cloncurry; # Return on Investment	Director Communities	Quarterly
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.	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	LAND SALES - INDUSTRIAL # Sale of balance of Industrial Lots (Stage 1) # Review planning for Stage 2 Industrial Lots	Director Corporate Services	Quarterly
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.	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.	SPORT & RECREATION TOURISM - NEW INITIATIVES # "Tracks and Trails" project progress / completed for Cloncurry (subject to funding constraints in the absence of grant funding)	Director Communities	Quarterly

Strengthening Our Economy & Supporting Growth

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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.	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 exploring new tourism opportunities.	SPORT & RECREATION TOURISM - GREAT WALK # 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)	Director Communities	Quarterly
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.	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 exploring new tourism opportunities.	SPORT & RECREATION TOURISM - RAIL TRAIL # 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)	Director Communities	Quarterly
Council and key stakeholders promote Cloncurry as a Tourism Destination, driving investments in new businesses, (events and facilities) and generating new revenue streams for existing businesses.	TOURISM - VISITOR INFORMATION CENTRE & MARY KATHLEEN PARK Council's Unearthed Visitor Information Centre and Mary K Park are key points of contact for all tourists visiting the Shire and tourism destinations in their own right (museum, historical park, playground).	TOURISM - VISITOR INFORMATION CENTRE # Visitor numbers # Merchandise sales # Completion of masterplan for Mary Kathleen Park (October)	Manager Economic Development and Tourism	Monthly
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 - 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.	TOURISM - JOHN FLYNN PLACE # Visitor numbers # Merchandise sales # Completion of JFP and Sport & Recreation Precinct Masterplan	Manager Economic Development and Tourism Director Projects	Monthly
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, 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.	TOURISM # Review and update to Tourism Strategy # % implementation of Tourism Strategy # Completion of Priority Projects as these relate to Tourism # OQTA membership	Manager Economic Development and Tourism	Monthly
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.	TOURISM Council's commitment to developing tourism opportunities in Cloncurry is facilitated by the continued upkeep and maintenance of existing facilities (John Flynn Place, Unearthed VIC, construction of new tourism infrastructure (see Priority Projects and Initiatives), support for ICT upgrade, hosting of signature events and through membership in the Outback Queensland Tourism Association.	TOURISM - RV FRIENDLY POLICY # Research and develop an "RV Friendly" Policy for Cloncurry	Director Communities	Quarterly

Building and Maintaining Our Infrastructure

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

Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
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.	ASSET CONDITION ASSESSMENTS (engineering) # 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. # Council's Asset Register, Valuation Data and AMPs are updated as required.	Director Infrastructure & Environment	Quarterly
Council develops, implements and maintains an effective and compliant asset management framework.	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.	ASSET VALUATIONS (financial) # Completion of detailed asset revaluation in 2022-23 (with updates from engineering asset condition assessments delivered throughout the year).	Director Corporate Services	Annual
Council develops, implements and maintains an effective and compliant asset management framework.	ASSET REGISTER Section 105(4)(b)(ii) of the Local Government Act 2009 requires that Council maintains an asset register. Section 180 of the Local Government Regulation 2012 requires that non-current physical assets are to be recorded on the register.	ASSET REGISTER # Asset register established, updated and maintained in line with asset acquisitions, disposals etc. # Transition Asset Register to Synergy Soft/Altus	Director Corporate Services	Ongoing
Council develops, implements and maintains an effective and compliant asset management framework.	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.	ASSET MANAGEMENT STRATEGY & POLICY # Asset Management Strategy reviewed; # Asset Management Policy reviewed;	CEO	October
Council develops, implements and maintains an effective and compliant asset management framework.	ASSET MANAGEMENT PLANS The development and implementation of asset managements plans are an important part of Council's Asset Management framework.	ASSET MANAGEMENT PLANS # 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	CEO	Annual review of Plans Monthly reporting on training
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.	ROAD POLICY # 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	Director Infrastructure & Environment	September

Building and Maintaining Our Infrastructure

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

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	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.	information/data from the NWQRRTG (e.g. identification of LRRS roads, Statement of Intentions for road network etc.); and c) defines generic service levels in relation to different categories of roads.		
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.	ROADS OFF ALIGNMENT # Complete Roxmere Road off alignment rectification items (August 2022) # Complete southern Roads Off Alignment Pilot Project (August 2022) # Scope northern Roads Off Alignment Project	CEO	Quarterly
Council invests in projects and initiatives that improve efficiencies in service delivery while achieving the same or a higher level of service.	GEOGRAPHIC INFORMATION SYSTEMS (GIS) GIS is a powerful tool for visually representing data. It has the potential to provide Council and community members with access to useful information to assist in decision making.	GEOGRAPHIC INFORMATION SYSTEMS (GIS) # 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.	Director Infrastructure & Environment	Ongoing
Council invests in projects and initiatives that improve efficiencies in service delivery while achieving the same or a higher level of service.	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.	BUSINESS SYSTEMS & APPLICATIONS - ASSET MANAGEMENT # Implementation and embedding of asset management system for inspections, audits, defects, work orders etc. across all asset classes: water, sewer, buildings, transport assets # Transition asset register into Synergy Soft / Altus (July)	Director Infrastructure & Environment Director Corporate Services	Completed by June 2023
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	WATER SUPPLY & TREATMENT - MAINTENANCE Council provides a drinking water service in Cloncurry and non-potable water services in Dajarra, Kajabbi and Malbon. In order to ensure that Council meets	WATER SUPPLY & TREATMENT - MAINTENANCE & OPERATIONS # Develop 1, 3, 5-year maintenance and operations program for Water, including maintenance of drainage channels through town (includes Cloncurry, Dajarra, Malbon, Kajabbi) # Deliver 2022-23 maintenance and operations program for Water.	Director Infrastructure & Environment	March
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	WATER SUPPLY & TREATMENT - CAPEX Council provides a drinking water service in Cloncurry and non-potable water services in Dajarra, Kajabbi and Malbon. In order to ensure that Council meets	WATER SUPPLY - CAPEX # Develop 1, 3, 5-year CapEx program for Water (includes CNC, DAJ, MAL, KAJ) # Deliver 2022-23 Cap Ex program for Water. # Plan for additional water storage capacity in Cloncurry (2nd reservoir in town)	Develop: Director Infrastructure & Environment Deliver: Director Projects	March

Building and Maintaining Our Infrastructure

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

Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	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.	SEWER - MAINTENANCE & OPERATIONS # Develop 1, 3, 5-year maintenance and operations program for Sewer. # Deliver 2022-23 maintenance and operations program for Sewer.	Director Infrastructure & Environment	March
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	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.	SEWER - CAPEX # Develop 1, 3, 5-year CapEx program for Sewer. # Deliver 2022-23 Cap Ex program for Sewer.	Develop: Director Infrastructure & Environment Deliver: Director Projects	March
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.	SCADA # 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	Director Infrastructure & Environment	December
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	WASTE MANAGEMENT - MAINTENANCE & OPERATIONS Council provides waste management services (kerbside collection) and waste management facilities in Cloncurry and Dajarra.	WASTE MANAGEMENT - MAINTENANCE & OPERATIONS # Develop 1, 3, 5-year maintenance and operations program for Waste Management. # Deliver 2022-23 maintenance and operations program for Waste Management.	Director Infrastructure & Environment	March
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	WASTE MANAGEMENT - CAPEX Council will be embarking on a range of renewal, upgrade and rehabilitation activities at its waste management facilities from 2021.	WASTE MANAGEMENT - CAPEX # Develop 1, 3, 5-year CapEx program for Waste Management. # Deliver 2022-23 Cap Ex program for Waste Management.	Develop: Director Infrastructure & Environment Deliver: Director Projects	March
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	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 provide quality services to the community.	BUILDINGS AND OTHER STRUCTURES - MAINTENANCE & OPERATIONS # 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	Director Infrastructure & Environment	March
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with	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),	BUILDINGS AND OTHER STRUCTURES - CAPEX # Develop 1, 3, 5-year CapEx program for Buildings and Other Structures.	Develop: Director Infrastructure & Environment Deliver: Director Projects	March

Building and Maintaining Our Infrastructure

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Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
relevant funding program requirements	housing, fencing and so forth. Maintaining and operating these assets efficiently and effectively is key to provide quality services to the community.	# Deliver 2021-22 Cap Ex program for Buildings and Other Structures.		
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	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.	TRANSPORT INFRASTRUCTURE – RURAL ROADS PROGRAM # Program developed # Progress against program # Progress against budget	Director Infrastructure & Environment	Monthly
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	TRANSPORT INFRASTRUCTURE - RMPC - RATES The Routine Maintenance and Performance Contract provides for Local Government staff to work on State-controlled roads to perform a range of maintenance tasks.	TRANSPORT INFRASTRUCTURE - RMPC - RATES # Annual review of RMPC (Road Maintenance Performance Contract) rates completed and endorsed.	Director Infrastructure & Environment	March
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	TRANSPORT INFRASTRUCTURE - RMPC - RATES The Routine Maintenance and Performance Contract provides for Local Government staff to work on State-controlled roads to perform a range of maintenance tasks.	TRANSPORT INFRASTRUCTURE - RMPC - DELIVERY # RMPC delivered in accordance with contract. # Council receives monthly progress updates.	Director Infrastructure & Environment	Monthly
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	TRANSPORT INFRASTRUCTURE - TIDS The Department of Transport and Main Roads provides TIDS funding to Councils to assist in road maintenance and upgrade projects.	TRANSPORT INFRASTRUCTURE - TIDS - DELIVERY # All TIDS (Transport Infrastructure Development Scheme) projects meet eligibility, time, quality, budget and reporting requirements. # Council receives monthly progress updates.	Director Projects	Monthly
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	TRANSPORT INFRASTRUCTURE - R2R The Department of Infrastructure and Regional Development provides R2R funding to Councils to assist in transport infrastructure maintenance and upgrade projects.	TRANSPORT INFRASTRUCTURE - R2R - DELIVERY # All Roads 2 Recovery (R2R) projects meet eligibility, time, quality, budget and reporting requirements'; # Council receives monthly progress updates.	Director Projects	Monthly
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	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.	TRANSPORT INFRASTRUCTURE - DRFA - PROJECT MANAGEMENT # Procurement for DRFA (Disaster Recovery Funding Arrangements) project management services initiated, scoped, progressed and completed.	Director Projects	Monthly
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	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.	TRANSPORT INFRASTRUCTURE - DRFA - PROJECT/PROGRAM DELIVERY # All DRFA projects are compliant with regard to eligibility, time, cost, quality and reporting requirements. # Council receives monthly progress updates	Director Projects	Monthly

Building and Maintaining Our Infrastructure

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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.	TRANSPORT INFRASTRUCTURE - DRFA - BETTERMENT PROJECTS # Council develops and maintains list of Betterment projects; # Council advances Betterment Projects where eligible.	Director Projects	Ongoing
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements.	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 to be hauled on a Local Government Controlled Road.	ROAD USER AGREEMENTS / REGULATION OF HEAVY VEHICLES # Road Use Agreement (RUA) signed where >10,000t of relevant material 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	CEO	Ongoing
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	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.	TRANSPORT INFRASTRUCTURE - RMPC - TRAFFIC MANAGEMENT REGISTRATION SCHEME Council maintains its Traffic Management Registration Scheme Status (TMRS) to work on State-controlled Roads	Director Infrastructure & Environment	July
Council invests in projects and initiatives that improve efficiencies in service delivery while achieving the same or a higher level of service.	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.	FINANCIAL REPORTING - EXPENDITURE BY ASSET CLASS Monthly finance report details operational expenditure by asset class (water, wastewater, waste, buildings and facilities etc.)	Director Corporate Services	Monthly
Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements	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 .	CHINAMAN CREEK DAM # 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	CEO	Quarterly

Valuing Our Environment

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

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Our natural resources are valued, our cultural heritage is protected and our landscape amenity is improved.	WASTE MANAGEMENT - WASTE REDUCTION & RECYCLING PLAN The Waste Reduction and Recycling Act 2011 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).	WASTE MANAGEMENT - WASTE REDUCTION & RECYCLING PLAN # Adopt/Review/Amend Waste Reduction & Recycling Plan (including Site Based Management Plans) as required # Implement Waste Reduction & Recycling Plan	Director Infrastructure & Environment	Quarterly updates
Our natural resources are valued, our cultural heritage is protected and our landscape amenity is improved.	WASTE MANAGEMENT - ENVIRONMENTAL AUTHORITY 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.	WASTE MANAGEMENT - ENVIRONMENTAL AUTHORITY # Review and amend Environmental Authority for waste management in Cloncurry as required (e.g. to ensure volumetric requirements are met);	Director Infrastructure & Environment	Quarterly updates
Our natural resources are valued, our cultural heritage is protected and our landscape amenity is improved.	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.	WASTE MANAGEMENT COMPLIANCE - MONITORING & REPORTING # 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.	Director Infrastructure & Environment	Monthly updates
Our natural resources are valued, our cultural heritage is protected and our landscape amenity is improved.	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 Environmental Protection Regulation 2019 (the Regulation). https://environment.des.qld.gov.au/__data/assets/pdf_file/0021/86340/managing-wt-qld-overview.pdf	WASTE MANAGEMENT COMPLIANCE - RECEIPT of REGULATED WASTE # 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.	Director Infrastructure & Environment	Monthly updates

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Our natural resources are valued, our cultural heritage is protected and our landscape amenity is improved.	<p>SEWERAGE TREATMENT - MONITORING REQUIREMENTS Council operates under an Environmental Authority in delivering waste water services. It is important that Council is aware of, and meets its responsibilities under this authority, including those in relation to monitoring of inputs, outputs and impacts and in relation to reporting: reporting of non-compliances, submission of SWIM data and so forth.</p>	<p>SEWER TREATMENT OPERATIONS - MONITORING & REPORTING # Budget for and establish a compliant Monitoring Program for sewer treatment services in Cloncurry and Dajarra. # Develop and maintain longitudinal dataset 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</p>	Director Infrastructure & Environment	Monthly updates
Our natural resources are valued, our cultural heritage is protected and our landscape amenity is improved.	<p>DRINKING WATER QUALITY MANAGEMENT PLAN Sections 92-101 of the Water Supply (Safety and Reliability) Act 2008 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</p>	<p>DRINKING WATER QUALITY MANAGEMENT PLAN # Compliance with DWQMP reporting, reviewing and auditing requirements. # Council prepares a budget adequate to ensure the implementation of the Risk Management Improvement Plan and to address improvement activities recommended by 3rd Party Audit.</p>	Director Infrastructure & Environment	Quarterly
Our natural resources are valued, our cultural heritage is protected and our landscape amenity is improved.	<p>CLONCURRY WATER TREATMENT - MONITORING & REPORTING REQUIREMENTS Council, as a drinking water service provider under the Water Supply (Safety and Reliability Act) 2008, is responsible for providing safe and reliable drinking water. As part of this responsibility, Council is required to conduct routine monitoring and 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 Water Supply Act 2008).</p>	<p>CLONCURRY WATER TREATMENT - MONITORING & REPORTING REQUIREMENTS # Establish and review Customer Service Standards # Budget for and establish a compliant Monitoring Program for water treatment services in Cloncurry. # Develop and maintain 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</p>	Director Infrastructure & Environment	Monthly
Our natural resources are valued, our cultural heritage is protected and our landscape amenity is improved.	<p>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.</p>	<p>DAJARRA WATER TREATMENT - MONITORING & REPORTING REQUIREMENTS # 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</p>	Director Infrastructure & Environment	Quarterly

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Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
		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		
Our natural resources are valued, our cultural heritage is protected and our landscape amenity is improved.	BIOSECURITY PLAN Council is required to adopt a Biosecurity Plan under the Biosecurity Act 2014. This Plan will be developed in association with Biosecurity Queensland and a range of key local stakeholders.	BIOSECURITY PLAN # 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.	Director Infrastructure & Environment	Quarterly updates

Effective & Inclusive Governance

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

Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
Review, update and implement the deliverables of key strategic plans (tourism, economic development, biosecurity)	<p>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.</p> <p>s105(5)(a)(i) of the LGA 2009 identifies the requirement to have a Corporate Plan. s165 of the LGR 2012 outlines the preparation requirements for the Corporate Plan and s166 of the LGR 2012 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)</p>	<p>CORPORATE PLAN # Corporate Plan reviewed annually (April); # Performance against Corporate Plan deliverables captured in Annual Report (November)</p>	CEO	April
Review, update and implement the deliverables of key strategic plans (tourism, economic development, biosecurity)	<p>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.</p> <p>s105(5)(a)(v) of the LGA 2009: requirement to have an Operational Plan s175 of the LGR 2012 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.</p>	<p>OPERATIONAL PLAN # 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)</p>	CEO	Quarterly
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>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.</p> <p>ss169-172 of the Local Government Regulation 2012 outline the preparation, content and amendment requirements for a Local Government's budget.</p>	<p>BUDGET PROCESS - RATES, CHARGES, FEES & CHARGES # 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 LGR 2012 (June); # The Budget is reviewed/amended in line with ss169-172 (February) as required.</p>	CEO	Quarterly
Council’s budgeting and investment decisions ensure Council’s continued financial sustainability	<p>RATES Rates and charges constitute approximately 50% of Council's revenue. Section 104(1) of the Local Government Act 2009 provides that Council may levy rates or charges only by a rate notice. Section 104(2) outlines the content requirements of a rate notice.</p>	<p>RATES # 1st half rates levied in August 2022 # 2nd half rates levied in February 2023 # Monthly Finance Report tracks rates revenue and rates arrears.</p>	Director of Corporate Services	Monthly

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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	<p>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.</p>	<p>ADVOCACY # Value derived from memberships and delegations</p>	Mayor Elected Members	Monthly
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>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.</p> <p>Section 104(5)(b)(i) of the Local Government Act 2009 requires that the system of financial management established by a local government must include the following financial accountability documents: general purpose financial statements, asset registers, an annual report and a report on the results of an annual review of the implementation of the operational plan.</p>	<p>EXTERNAL AUDIT - EOFY & FINANCIAL STATEMENTS # 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"</p>	Director Corporate Services	Annual
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>EXTERNAL AUDIT - AG Report Section 213 of the Local Government Regulation requires that the Auditor-General's Observation Report is tabled by the Mayor at the first Council Meeting after receipt of the report.</p>	<p>EXTERNAL AUDIT - AG Report # Observation Report tabled in line with LGR 2012 timeframes</p>	CEO	November
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>INTERNAL AUDIT Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.</p> <p>Section 207(1) of the LGR 2012 requires that Council prepare an internal audit plan, carry out an internal audit, prepare a progress report for the internal audit and assess compliance with the internal audit plan.</p>	<p>INTERNAL AUDIT # 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 CSC 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</p>	CEO	Quarterly
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>INTERNAL AUDIT Section 207(1) of the LGR 2012 requires that Council prepare an internal audit plan, carry out an internal audit, prepare a progress report for the internal audit and assess compliance with the internal audit plan.</p> <p>Council will conduct a minimum of two internal audits each financial year, targeting areas of organisational risk.</p>	<p>INTERNAL AUDIT # Completion of internal audits scheduled for 2022-23. # Prepare progress report for the internal audit and present to Audit Committee.</p>	CEO	Quarterly

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Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>AUDIT COMMITTEE - MEMBERSHIP Section 105 of the Local Government Act requires Council to establish an Audit Committee to monitor and review the integrity of financial documents; and the internal audit function; and the effectiveness and objectivity of the local government's internal auditors.</p> <p>Section 210 of the LGR 2012 defines composition - Consist of at least 3 members and no more than 6 members; - Having 2, but no more than 2 Councillors; having at least 1 member who has significant experience and skills in financial matters; with Council to appoint a chairperson of the audit committee</p>	<p>AUDIT COMMITTEE - MEMBERSHIP # Budget for Audit Committee developed and adopted. # Composition of Audit Committee confirmed in accordance with the requirements of the LGA 2009 and LGR 2012.</p>	CEO	Quarterly
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>AUDIT COMMITTEE - MEETINGS Section 211 of the Local Government Regulation 2012 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, the review of the auditor-general's audit report about the financial statements</p>	<p>AUDIT COMMITTEE - MEETINGS # 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)</p>	CEO	Quarterly
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>ENTERPRISE RISK MANAGEMENT - FRAMEWORK Council's operations span a wide spectrum of disciplines, fields and environments. This diversity of activity creates an equally diverse and complex range of risks as well as a wealth of opportunities for Council.</p>	<p>ENTERPRISE RISK MANAGEMENT - FRAMEWORK # 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)</p>	CEO	Quarterly updates
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	<p>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.</p>	<p>COMMUNITY ENGAGEMENT # Community Forums x 2 per annum; # Smoko with the Mayor; # Community/stakeholder engagement sessions held where relevant; # Community Satisfaction Survey Issued</p>	CEO	Quarterly updates
Council develops, implements and maintains effective and compliant governance and risk frameworks	<p>DELEGATIONS and DELEGATION REGISTER The appropriate management of Delegations involves a balancing act between managing risks associated with the delegation of authority and the efficiency dividends that come with the allocation of appropriate delegations.</p>	<p>DELEGATIONS and DELEGATION REGISTER # Rolling review of Council to CEO delegations register; # Rolling review of CEO to Officer delegations register; # Delegations register available on website.</p>	CEO	Quarterly

Effective & Inclusive Governance

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Corporate Plan Activity	Area of Operations	How we know we did it	Who is accountable	When we plan to do it
(governance, finance, risk, assets, projects)				
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	LOCAL LAWS Local laws are statutory instruments made by local governments to regulate a broad range of issues within their communities.	LOCAL LAWS # Local laws reviewed annually; # Local laws amended where necessary; # New local laws adopted where necessary;	CEO	December
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.	ADVOCACY # Value derived from memberships and delegations	Mayor Elected Members	Monthly
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	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. https://www.ccc.qld.gov.au/sites/default/files/Docs/Publications/CCC/Council-Records-A-guideline-for-mayors-councillors-ceos-and-council-employees-September-2019.pdf	INFORMATION AND RECORDS MANGEMENT # Compliant records management system maintained; # Relevant policies and procedures established; # Progressive reduction in records-keeping expenses; # Reduction of hard-copy records kept; # Retention and disposals requirements met; # Incorporation of Information and Records Management into ICT Strategy	Director Corporate Services	Quarterly
Review, update and implement the deliverables of key strategic plans (tourism, economic development, biosecurity)	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.	ICT STRATEGY # ICT Strategy implemented 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; 8) information management	Director Corporate Services	Quarterly
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 Local Government Act 2009 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.	ORGANISATIONAL CULTURE - LEARNING & DEVELOPMENT # 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	CEO	Quarterly

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HR & WHS systems and processes drive a culture of safety, compliance, performance and accountability. Council's focus on training and development drives a culture of continual improvement.	<p>ORGANISATIONAL CULTURE - WHS "Council cares for and looks after its workforce. Council staff care for and look after each other."</p> <p>Council has a broad range of WHS responsibilities as outlined in the Work Health & Safety Act 2011 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</p>	<p>ORGANISATIONAL CULTURE - WHS # 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)</p>	CEO	Quarterly
HR & WHS systems and processes drive a culture of safety, compliance, performance and accountability. Council's focus on training and development drives a culture of continual improvement.	<p>ORGANISATIONAL CULTURE - ENGAGEMENT, ACCOUNTABILITY, RECOGNITION "Council is committed to continual improvement through engagement, accountability, reward and recognition."</p> <p>Section 13 of the Local Government Act 2009 identifies the responsibilities of local government employees. These include the responsibility to implement the policies and priorities of the local government in a way that promote the effective, efficient and economical management of public resources; excellence in service delivery; and continual improvement." To drive these outcomes it is important that Council's onboarding and training/education programs are fit for purpose.</p>	<p>ORGANISATIONAL CULTURE - ENGAGEMENT, ACCOUNTABILITY, RECOGNITION # Retention rate # Council initiates and completes the renegotiation of its Certified Agreement (August 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</p>	CEO	Quarterly
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>WEBSITE - COMPLIANCE Council's website is a key vehicle for demonstrating the ways in which it is meeting and upholding a number of the Local Government principles outlined in section 104 of the LGA 2009, 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</p>	<p>WEBSITE COMPLIANCE # Council monitors and maintains a compliant website. # Internal reporting to be developed and completed monthly</p>	Director Corporate Services	Monthly
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>INSURANCE Council manages a range of risk exposures (assets, workforce, cyber) through maintenance of appropriate insurances. Section 107 of the Local Government Act 2009 requires that Council maintain Public Liability and Professional Indemnity Insurance. Section 214 of the Local Government Regulation establishes the required insurance amounts (\$30m for PL and \$10m for PI). The <i>Workers' Compensation and Rehabilitation and Other Legislation Amendment Act 2003</i> requires all Queensland businesses which employ workers to hold and maintain an accident insurance policy to cover their workers.</p>	<p>INSURANCE # Relevant insurances maintained (PL, PI, Workcover, Cyber, Assets); # Annual review in March and Specialist VFM review conducted biennially (March 2024).</p>	Director Corporate Services	Annual

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Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>STATUTORY POLICIES The Local Government Act 2009 and the Local Government Regulation 2012 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. POLICIES ON WEBSITE: https://www.dlgrma.qld.gov.au/_data/assets/pdf_file/0027/48195/local-government-compliance-checklist.pdf</p>	<p>STATUTORY POLICIES # Reviews conducted in accordance with Policy Review Schedule; # All statutory policies reviewed in accordance with relevant legislation and uploaded to CSC website;</p>	CEO	Monthly
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>ADMINISTRATIVE POLICIES Outside of the obligatory statutory policies required by the Local Government Act 2009 and the Local Government Regulation 2012, Council has a wide range of policies that govern the internal administration of Council operations. To ensure these remain relevant to current operations and reflect legislation requirements, it is important that these policies are subject to periodic review.</p>	<p>ADMINISTRATIVE POLICIES # Establish Policy Register; # Establish Policy Review Schedule; # Provide monthly update in EOM reports</p>	Director Corporate Services	Monthly
Council develops, implements, and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>COMPLAINTS MANAGEMENT Council has a range of responsibilities in relation to maintaining the required frameworks for handling, managing and publishing details of complaints</p>	<p>COMPLAINTS MANAGEMENT Compliant management of the following: # Administrative Action Complaints # Councillor conduct or performance complaints # Competitive neutrality complaints # Mandatory reporting of the above in Council's Annual Report.</p>	CEO	Annual
Council develops, implements, and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<p>RIGHT TO INFORMATION Right to Information is the Queensland Government's approach and commitment to provide access to information, unless it is contrary to the public interest to provide that information. Right to Information aims to: - Make more information available; - Provide equal access to information across all sectors of the community - Provide appropriate protection for individuals' privacy.</p>	<p>RIGHT TO INFORMATION # 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</p>	CEO	Annual
Minimise the impact of natural disasters and ability to recover from natural disasters and support the community for rapid recovery including support of the Local Disaster Management Group	<p>DISASTER MANAGEMENT Local Governments and Local Disaster Management Groups play a key role in the planning, preparation, response and recovery cycles to natural disasters.</p>	<p>DISASTER MANAGEMENT # 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.</p>	Mayor CEO LDMG	Quarterly updates
Minimise the impact of natural disasters and ability to recover from natural disasters and support the community	<p>WATER INFRASTRUCTURE - CHINAMAN CREEK DAM SAFETY CONDITIONS The Water Supply (Safety & Reliability) Act 2008 provides for licencing of referable dams to be licenced and applies safety conditions to each licence.</p>	<p>WATER INFRASTRUCTURE - CHINAMAN CREEK DAM SAFETY # Emergency Action Plan is reviewed and up to date in accordance with regulated timeframes and processes</p>	CEO	Annual

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for rapid recovery including support of the Local Disaster Management Group	Ensure all Inspection and Auditing requirements are undertaken and reported accordingly.	# EAP drill completed # Detailed risk assessment of dam safety infrastructure completed		
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	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.	WEBSITE COMPLIANCE - ENVIRONMENTAL # 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.)	Director Infrastructure & Environment	Quarterly
Council develops, implements and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	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.	ENVIRONMENTAL HEALTH OPERATIONS # Annual inspections of businesses completed # Food licences provided to all businesses who met compliance requirements	Manager Planning and Environment	Annually