



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 Philip 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

1. Transparent and effective processes, and decision-making in the public interest.
2. Sustainable development and management of assets and infrastructure, and delivery of effective services.
3. Democratic representation, social inclusion, and meaningful community engagement.
4. Good governance of, and by, local government.
5. Ethical and legal behaviour of councillors and local government employees

SOUND CONTRACTING PRINCIPLES

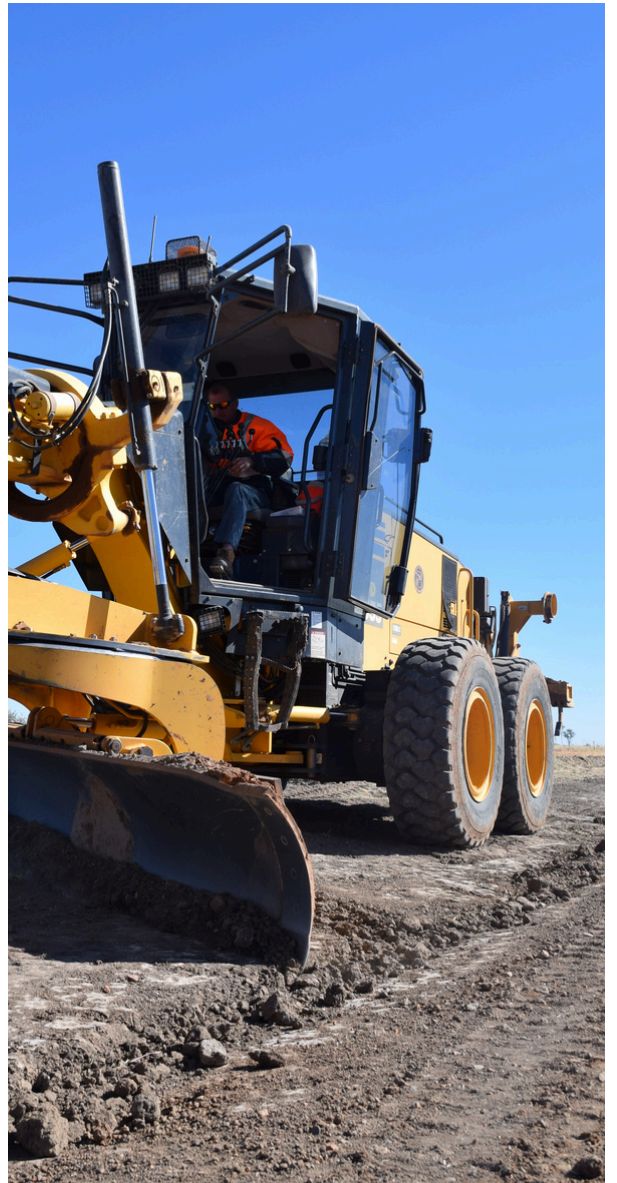
1. Value for money; and
2. Open and effective competition; and
3. The development of competitive local business and industry; and
4. Environmental protection; and
5. Ethical behaviour and fair dealing.

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 by Council at [insert details].



Flight Test Range





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)

- Airport Precinct Renewal and Upgrade Projects
- Cloncurry Water Treatment Plant Renewal and Upgrade Projects
- Development of a signature tourism, community and cultural facility
- Saleyards Precinct Renewal and Upgrade Projects
- Scarr Street Revitalisation & Upgrade
- Chinaman Creek Dam Reserve Upgrade
- Chinaman Creek Dam Walkway Upgrades
- Curry Kids Early Learning Centre Upgrade
- Coppermine Creek Bridge Upgrade
- Delivery of Betterment / Resiliency projects in partnership with QRA
- Perkins Street Sub-Division Development
- Main Well Project (water supply and security)

PRIORITY PROJECTS (EXTERNAL-JOINT)

- Cloncurry Hospital Upgrade
- Bridge Upgrades: Malbon, Tommy's Creek, Butcher's Creek and Corella Bridge Upgrades
- Copperstring 2032
- Cave Hill Dam construction
- Enable and support irrigated agriculture projects and initiatives.
- Sealing of 7708 (Duchess to Dajarra)
- Digital and Telecommunications Upgrade Projects and Initiatives

PRIORITY INITIATIVES

- Improved coordination of NW Water Resources
- Improved Biosecurity outcomes for Cloncurry and NW Queensland
- Major Amendment to Planning Scheme
- Energy efficiency and reliability initiatives
- Chinaman Creek Dam – completion of risk-based review of Dam asset
- Rural Road Sealing
- Urban renewal and enhancement program
- Waste Management, reduction and recycling Initiatives
- Acquisition of Corella Dam
- Improved access to childcare and Out of School Hours Care (OSHC)
- Cloncurry as a base for business and industry events
- Cloncurry as a base for innovative industries: aviation, critical minerals, strategic resources 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.

	<p>INVESTMENT PRIORITIES Liveable Communities Active Lifestyles Strong Service Network</p>		<p>HOW OUR COMMUNITY ASSISTS Volunteering Active Participation</p>
	<p>KEY SERVICES 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)</p>		

Focus	Activity	Measure
<p>1.1 Population Attraction & Retention</p>	<p>Council’s suite of policies, projects and initiatives, its lobbying and advocacy efforts, its partnerships and investments all contribute to the sustainability, liveability and growth of Cloncurry.</p>	<ul style="list-style-type: none"> • Population • Number of businesses
<p>1.2 Health Care Services (incl. Aged Care Services)</p>	<p>Council facilitates the development of the Cloncurry Health Vision strategy and actively supports the delivery of the objectives elaborated within, including sustained advocacy for the upgrade of the Cloncurry Hospital.</p>	<ul style="list-style-type: none"> • Implementation of Health Vision 2021-24, 2024-27 • Cloncurry Hospital Upgrade
<p>1.3 Childcare Services</p>	<p>Council supports, through direct investment or through facilitation and advocacy, childcare, and Out of School Hours Care services in Cloncurry.</p>	<ul style="list-style-type: none"> • Availability of services • Affordability of services • “Meets” or “Exceeds”
<p>1.4 Housing & Accommodation</p>	<p>Council supports, through direct investment or through facility and advocacy, an increase in suitable residential accommodation in Cloncurry and Dajarra.</p>	<ul style="list-style-type: none"> • Housing availability • Housing affordability
<p>1.5 Sport & Recreation (Facilities and Events)</p>	<p>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.</p>	<ul style="list-style-type: none"> • Community satisfaction • Community wellbeing indicators
<p>1.6 Community Events</p>	<p>Council delivers and sponsors the delivery of a range of events that appeal to locals and visitors and encourage volunteering and promote liveability.</p>	<ul style="list-style-type: none"> • Events, donations, sponsorship budget






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.

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

Focus	Activity	Measure
<p>2.1 Advocacy: Local, Regional, State, and National</p>	<p>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>	<ul style="list-style-type: none"> • Value derived from memberships and delegations
<p>2.2 Local Business and Industry</p>	<p>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.</p>	<ul style="list-style-type: none"> • No. of businesses • No. of employees / trainees / apprenticeships • Use of Preferred & Prequalified Suppliers • Sale and/or development of industrial lots
<p>2.3 Digital Investments: Connectivity, Reliability, Speed, Data</p>	<p>Council invests directly in, or supports through lobbying and advocacy efforts, the continued improvement of digital connectivity in Cloncurry and the region.</p>	<ul style="list-style-type: none"> • Impact of support / investments on digital inclusion: coverage, speed, data, reliability
<p>2.4 Council Business Units</p>	<p>Council's business units are commercially viable (Cloncurry Saleyards, Cloncurry Aerodrome, Curry Kids Early Learning Centre)</p>	<ul style="list-style-type: none"> • Revenue • Profitability

Focus	Activity	Measure
2.5 Tourism & Events	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"> • Average length of stay • Overnight visitor expenditure • % implementation of Economic Development Strategy Action Plan • Signature multi-purpose tourism facility constructed
2.6 Broadening the Economic Base	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"> • Irrigated Ag initiatives • Business/Industry Forums and Events • Drone/aviation activity
2.7 Urban Renewal and Enhancement	Council's planning, policies and investments improve urban amenity and connectivity in Cloncurry	<ul style="list-style-type: none"> • No. of urban renewal and enhancement projects completed
2.8 Commercial Accommodation	Council invests directly in, or facilitates investment to grow the no. of commercial accommodation rooms available in Cloncurry.	<ul style="list-style-type: none"> • Total no. of rooms
2.9 Planning & Development	Council's Planning Scheme and associated policies support sustainable growth and development.	<ul style="list-style-type: none"> • Planning decisions meet statutory requirements • Major Amendment to Planning Scheme



Cloncurry Saleyards



Cloncurry Airport



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.

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

Focus	Activity	Measure
<p>3.1 Asset Management Framework and Capabilities</p>	<p>Council develops, implements, and maintains an effective and compliant asset management framework.</p>	<ul style="list-style-type: none"> • Asset Management Plans in place and updated for all asset classes
<p>3.2 Asset Investments: Transport, Water, Sewer, Buildings & Other Structures, Sport and Recreation, Plant, and Fleet</p>	<p>Council manages, maintains, renews, and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements.</p>	<ul style="list-style-type: none"> • Whole of Life Costing embedded in all asset investment decisions. • Operating surplus ratio • Asset sustainability ratio
<p>3.3 Resilient Infrastructure, Resilient Communities</p>	<p>Council identifies opportunities and leverages funding to build more resilient infrastructure.</p>	<ul style="list-style-type: none"> • Number and value of Betterment projects and initiatives delivered.
<p>3.4 Efficient and Effective Services</p>	<p>Council invests in projects and initiatives that improve efficiencies in service delivery while achieving the same or a higher level of service.</p>	<ul style="list-style-type: none"> • Operating Surplus Ratio
<p>3.5 Water Security and Access</p>	<p>Council investments and advocacy are directed toward achieving improved water security and access.</p>	<ul style="list-style-type: none"> • Improved coordination of NW Water Resources • Initiatives that deliver improved water security/access for Cloncurry.

Focus	Activity	Measure
3.6 Water Supply, Treatment and Distribution	Council provides safe and reliable access to treated water in line with its Drinking Water Quality Management Plans and Customer Service Standards..	<ul style="list-style-type: none"> • % compliance with DWQMP • % conformance with Customer Service Standards



Sewerage Ponds





4. VALUING OUR ENVIRONMENT

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

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

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




CLONCURRY
SHIRE COUNCIL
ADMINISTRATION
CENTRE

Cloncurry Shire Council Administration Office



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.

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

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

Focus	Activity	Measure
5.6 Governance and Risk Management Frameworks	Council develops, implements, and maintains effective and compliant governance and risk frameworks (governance, finance, risk, assets, projects)	<ul style="list-style-type: none"> Operational Plan deliverables (Local Laws, Registers, Delegations, internal audit, Audit Committee)
5.7 Organisational Culture	HR & WHS systems and processes drive a culture of safety, compliance, performance, productivity and accountability. Council's focus on training and development drives a culture of continual improvement.	<ul style="list-style-type: none"> Staff retention rates Productivity metrics including absenteeism rates
5.8 Disaster Management	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"> Annual review and exercise of Local Disaster Management Plan (LDMP) and Chinaman Creek Dam Emergency Action Plan (EAP) Betterment/Resiliency projects delivered
5.9 Ethical and Lawful Conduct	Conduct of Councillors and staff is ethical and lawful	<ul style="list-style-type: none"> Complaints recorded / upheld reported in Annual Report All registers maintained in line with legislative requirements. All compulsory training requirements completed.

