



Etheridge Shire

Operational Plan 2021-2022 1st Quarter Report

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2020-2021	#B.27.7.4	
2020-2021 Quarter 1 Reporting	#21.10.9.DCS	
2020-2021 Quarter 2 Reporting		
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A Sustainable Transport Network That Meets Community Needs



Shire Rural Roads are all Weather, Town Streets are Bitumen with Footpaths, Kerb, Channelling and Drainage

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
An asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's road assets.	DES	Develop and implement a shire roads intervention level policy	Dec-21	Policy adopted by Council and Implemented	Mapping and road register near complete, policy will follow
	DES	Identify the current status of shire rural roads and town streets	Sep-21	Updated road register presented to Council	Underway as above
	DES	Implement maintenance programs on Towns Streets	Dec-21	Program implemented	Pending
	DES	Implement maintenance programs on Rural Roads	Dec-21	Program implemented	Pending
	DES	Implement maintenance programs on bridges, floodways, drainage etc	Dec-21	Program implemented	Pending
Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for roads, incorporating road train access and drainage.	DCS	Funded road depreciation for asset replacement	May-22	AMP updated	To be commenced in 2022
	DES	Implement capital programs on Towns Streets	Mar-22	Program implemented	Pending
	DES	Implement capital programs on Rural Roads	Mar-22	Program implemented	Pending
	DES	Implement capital programs on bridges, floodways, drainage etc	Mar-22	Program implemented	Pending
Lobby for adequate funding to enable the repair of the shire road network affected by natural disaster.	DES	Implement reinstatement program for NDRRA	Sep-21	Works are programmed and under budget	Work commenced has commenced, additional crews will be required after
Work with regional groups and our communities to upgrade Local Roads of Regional Significance.	DES	Attend regional meetings and meet with government representatives	Monthly	Attendance to regional meetings	On-going

Transport and Main Roads is Committed to Developing a Network that is Fully Sealed to Road Train Route Standard

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Maintain relationship with the Department of Transport and Main Roads to undertake road construction and maintenance (Road Train Routes).	DES	Implement TMR programs for RMPC & NDRRA	Oct-21	Contract TMR works on track and under budget	New contracts for the GDR and KDR have been submitted
	DES	Attend regional meetings and meet with government representatives to lobby for increased commitment to Main Roads Network	Monthly	Attendance to regional meetings	On-going
	DES	Create an audit of TMR infrastructure in the Shire (list of km of Gravel, single line bitumen and narrow/ problem bridges)	Dec-21	Audit presented to Council	Part of the road mapping and register review which is near completion
Continue to lobby to raise the national profile of the Georgetown to Forsayth, Kennedy, Gulf and Gregory Development Roads and Bridges and for additional funding for high priority widening and sealing.	DES	Implement TMR upgrade programs	Jun-22	TMR contracts awarded to Council and completed on time and with budget	New contracts for the GDR and KDR have been submitted

There are Multiple Public Transport Options

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
An asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's airports and airfield assets.	DES	Implement maintenance programs for airports	Mar-22	Annual maintenance program implemented	Pending
	DCS	Funded airport depreciation for asset replacement	May-22	AMP updated	To commence in 2022
	DES	Implement capital program for airports	Feb-22	Program implemented	Pending
Advocate for improved airfield infrastructure and services.	DES	Attend regional meetings and meet with government representatives	Quarterly	Attendance to regional meetings	On-going
Advocate for improved rail and bus services	CEO	Attend regional meetings and meet with government representatives	Annually	Attendance to regional meetings	Attended FNQROC and NWQROC, raised need to improve services

A Sustainable Environment of Natural Assets, Water, Waste Water and Waste Management



Best Practice Water and Waste Water Management

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
An asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's water and waste water assets.	DES	Implement maintenance programs for the water networks	Oct-21	Maintenance program developed and implemented	Pending
	DES	Implement maintenance programs for the water treatment plants	Dec-21	Maintenance program developed and implemented	Pending
	DES	Develop and implement a water and waste water intervention level policy	Mar-22	Policy developed and presented to Council	Pending
Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program to deliver good quality, reliable water and waste water supplies for all communities	DCS	Funded water depreciation for asset replacement	Dec-21	AMP updated	To be commenced in 2022 (in line with all other depreciation related actions)
	DES	Implement Capital programs for the water networks	Mar-22	Program developed and implemented	Pending
	DES	Improvement of the Water Treatment Plants at Georgetown and Forsyth	Dec-21	Upgrade Forsyth WTP operational	Forsyth work underway, new raw water tank for Georgetown is contract to commence
Water Reservoirs are operating and environmentally compliant	DES	Implement maintenance programs for the water reservoirs	Mar-22	Program developed and implemented	Pending
	DES	Charleston Dam is completed and operational	Dec-21	Charleston Dam online and operational	Work other than the fish ladder is on track for completion in December
	DES	Charleston Dam project management costs	Mar-22	Ascertained and adopted as part of revised budget	Pending
Lobby for adequate funding to enable the repair and maintenance of shire water and waste water network affected by natural disaster or other events	CEO	Attend regional meetings and meet with government representatives	Monthly	Attendance to regional meetings	Currently putting together an application to fund a revitalised water treatment plant in Georgetown

Best Practice Waste Management

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
An asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's collection and waste management facilities throughout shire	DES	Implement waste collection programs at each town	Mar-22	Strategy presented to Council for adoption	Initial presentaion to a briefing session on 22 September has set the path for this program.
	DCS	Funded depreciation for asset replacement	Mar-22	AMP updated	To commence in 2022
	DES	Implement waste disposal programs at each facility	Jan-22	Strategy presented to Council for adoption	Pending
	DCS	Effective education program and encourage recycling, reuse and reduction of community waste	Jan-22	Successful media campaign held	Not commenced

Best Practice Natural Environment and Pest Management

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Develop Council's Biosecurity Plan in consultation with landowners and other stakeholders to reduce the impact of existing and emerging pests.	CEO	Implement works program for biosecurity	Dec-21	Plan adopted by Council	Currently organising a steering committee and facilitator is drafting regional plan.
In partnership with the community and external agencies, promote and support best practice management of the natural environment.	CEO	Attend regional meetings and meet with government representatives	Monthly	Attendance to regional meetings	Attended FNQROC and NWQROC meetings
Minimise the potential of disease outbreaks through implementation of an integrated mosquito management program.	CEO	Implement program as required	Sep-21	Program developed and adopted by Council	Currently a developing a strategy to consult community prior to fogging targeted areas.

An Energy Efficient Shire

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Support of renewable energy, carbon reduction programs and council's carbon footprint	DES	Identify the current status of Council's renewable energy portfolio	Jan-22	Council Status recognised	Pending
	DES	Attend regional meetings and meet with government and industry representatives	Half Yearly	Attendance to regional meetings	No meetings scheduled at this time.

Industry has Sustainable Environmental Practices

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Companies and industries are environmentally compliant	CEO	Attend regional meetings and meet with government and industry representatives	Bi-Monthly	Attendance to regional Meetings	Attended FNQROC and NWQROC meetings. Also liase with Genex over their operations.

A Diversified Economic Development Ensures a Prosperous Shire



A Variety of Land and Housing Options for the Community

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Maintain a compliant planning scheme that supports the future development of our shire	CEO	Implement the planning scheme	Monthly	Planning applications processed	Applications processed via Planning Scheme
	CEO	Review and update planning scheme	May-22	Plan review and presented to Council	No updates to consider.
Review and update the asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's housing stock	DCS	Implement maintenance program for council housing	Mar-22	Maintenance program implemented	In progress
	DCS	Funded depreciation for asset replacement	Apr-22	AMP updated	In progress
	DCS	Implement capital program for council housing	May-22	upgrade program presneted and adopted by Council	In progress
Advocating for the release of State Land for future development across the shire	CEO	Attend regional meetings and meet with government representatives	Monthly	Attendance to regional meetings	Recent meeting DOR for release of reserve land. Also attended FNQROC and NWQROC meetings.
	CEO	Promote residential, rural residential and industrial subdivisions throughout shire as land become available and demand increases.	Monthly	Successful media campain held	Pending land availability.

A Diversified Economic Base: Rural, Tourism, Mining and Support Services

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Facilitate the development and marketing of a distinctive regional image.	CEO	Review and update shire marketing image	Feb-22	Strategy developed and adopted by Council	Currently onhold.
Support community development to expand and meet the growing needs of the region through infrastructure, income diversification and advocacy	CEO	Develop and implement a Tourism Plan by consulting with all relevant stakeholders	Apr-22	Paln developed and adopted by Council	Negotiating a strategy with Griffith Universtity to udertake study.
	CEO	Area Promotion	Monthly	Succesful media campain held	Pending the above to promote same.
	CEO	Review the TerrEstrial VIC Business Plan, with a view to identify latent opportunities and extending the tourist experience to include interactive activities.	Apr-22	Business case developed and adopted by council	This will form part of the above strategy with Griffith University.
Support skills development (youth, business, industry)	DCS	Develop and implement a community skills development program	Dec-21	Program implemented	Not commenced
	DCS	Review procurement policy and monitor the outcomes	Half Yearly	Outcome report presented to Council for consideration	Not commenced
Advocate for the develop the Gilbert River irrigation project and associated agriculture industries	CEO	Attend regional meetings and meet with government and industry representatives	Monthly	Attendance to regional meetings	Topic has been raise with State Development, RDANQ, Etc.

Quality Social Infrastructure Makes the Shire a Desirable Place to Live

An Active Community with a Variety of Recreational Activities

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Review and update the comprehensive asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's parks, garden and recreational facilities	DES	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for parks, garden and recreational facilities	Apr-22	Program developed and implemented	Pending
	DCS	Maintain the public conveniences	Monthly	Facilities meet expectations	Ongoing
	DCS	Maintain the Shire's Cemeteries.	Monthly	Facilities meet expectations	Ongoing
	DCS	Maintain Swimming Pool as a safe and attractive venue.	Monthly	Facilities meet expectations	Ongoing
Establishment suitable recreational activities/facilities at water reservoirs	CEO	Construct recreation facilities at Charleston Dam to encourage activity based tourism.	Apr-22	Project complete	Project is underway including access. Project 30% complete.
	CEO	Continue our partnership with Department to further enhance the visitor experience on the Copperfield Dam, including construction of recreation facilities to encourage activity based tourism.	Monthly	Attendance to regional meetings	Not raised to date.
Enhance and improve the aesthetics of each town.	DES	Review and implement Georgetown beautification plan	Mar-22	Project approved and underway	Pending
	DES	Review beautification plans for Einasleigh, Forsyth and Mt Surprise	May-22	Plan presented to Council for consideration	Pending
Advocate for funding for additional sport and recreation infrastructure.	CEO	Review Council's sport and recreation long term plan	Apr-22	Status of current plan considered and reviewed	Not commenced
	CEO	Attend regional meetings and meet with government and industry representatives	Monthly	Attendance to regional meetings	Attended FNQROC and NWQROC meetings

An Invigorated Community with a Variety of Multi-Aged Services

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Review and update the comprehensive asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's Health, Aged Care, Child Care facilities	DCS	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for Social facilities	May-22	Program developed and implemented	Planned to commence in 2022
	CEO	Advocate to State and Federal Governments, supporting residents to address social inequity, disadvantage, livelihoods and general well-being.	Monthly	Attendance to regional meetings	Attended FNQROC and NWQROC meetings and raised the issue of housing. A study on same is currently being undertaken.
	CEO	Partner with state government agencies to improve social conditions and liveability.	Monthly	Attendance to regional meetings	Attended FNQROC and NWQROC meetings
Ensure that services to the community for child care, youth hostel and aged care are provided.	DCS	Review and implement strategies for an efficient use of the 'Georgetown Hostel'	Mar-22	Current strategy review and updated	Planned for 2nd quarter 21/22
	DCS	Review and implement strategies for an efficient operation of the childcare business, including after school care	Mar-22	Current strategy review and updated	Planned for 2nd quarter 21/22
	DCS	Review and implement strategies for youth programs for leadership, recreation, entertainment and healthy socialization	Feb-22	Current strategy review and updated	Not Commenced.
	DCS	Review and implement strategies for an efficient operation of programs for seniors	Jan-22	Current strategy review and updated	Not Commenced.
Construct care facilities to retain citizens in the community.	CEO	Develop plans to build aged care facilities.	Mar-22	Plan presented to Council for consideration	Concept is going to the next Council Meeting for consideration
	CEO	Develop plans to build special care facilities.	Jun-22	Overall strategy developed for Consideration	This concept is part of a Committee meeting and will be considered upon commencement of Independent living.
Advocate and facilitate the provision and improvement of central and remote health services.	CEO	Meet with government lobbying for health concerns, including a doctor to the region, aged care and respite and palliative care support.	Monthly	Attendance to regional meetings	Matter raised at FNQROC and NWQROC meetings
Advocate and facilitate for improvements in educational services to be provided within the shire	CEO	Attend Schools and meet with representatives of the school and P&Cs	Half yearly	Attendance to meetings	Not Commenced.
Advocate for sufficient policing and emergency service facilities	CEO	Meet with government representatives	Quarterly	Attendance to DDMG meetings	Quarterly meetings attended face to face or via Teams

A Culturally Aware Community

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Review and update the comprehensive asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's social infrastructure	DCS	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for Social Infrastructure	Jun-22	Program developed and implented	Planned to commence in 2022
Provide libraries, as learning and information centres	DCS	Review and implement strategies for library service	Jan-22	Strategy is reviewd and implemented	Planned for 2nd Quarter 21/22
Engage with and support local arts and cultural groups.	DCS	Review and implement strategies for engaging with arts and cultural groups	Dec-21	Strategy is reviewd and implemented	Commenced
Build and strengthen the Shire's identity through the support and provision of a variety of events and branding our corporate image.	DCS	Support volunteers, community groups and events	Dec-21	Community assistance policy is reviewed and implemented	Planned for 2nd Quarter 21/22
Encourage local historians to preserve and promote local history and heritage.	DCS	Support important social milestones on appropriate anniversary dates.	Apr- 22	Community calendar of events is developed and supported	In progress

A Variety of Modern Communication Mechanisms Available for the Whole Shire

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Improve co-operation and communication with relevant stakeholders and all levels of government in the strategic planning of future community infrastructure.	DCS	Develop and maintain a current advocacy plan for the provision of telecommunication services, telemetry and media.	Jan-22	Plan is developed and Implemented	Planned for 2nd Quarter 2021/22
Review and update the comprehensive asset management strategy to support the maintenance, replacement and enhancement of council's communication assets.	DCS	Maintain radio re-transmission services for Mt Surprise, Forsayth and Einasleigh.	Monthly	Services are optional	Ongoing
	DCS	Assist a commercial entity to introduce local radio services.	Jun-22	Options are considered and implemented	Not commenced

Best Practice Corporate Governance and Organisational Excellence

Council Provides Community Leadership Through Financial Sustainability and an Open and Accountable Governance

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Councillors take a leadership role in the community, serve as a role model and provide strategic direction for the continued growth and development of the region.	Mayor	Review and implement Council's strategic plans	Monthly	Delegations from the monthly Council meetings	Undertaken either via Breifing Sessions or Council Meetings
	Mayor	Attend local and regional meetings with community, government and industry representatives	Monthly	Opportunites to attend regional meeting is given	Attended FNQROC and NWQROC meetings.
Pursue and nurture an environment of honesty and integrity in which elected members, managers and staff work together in a spirit of trust and teamwork.	CEO	Adopt appropriate governance structures and make appropriate delegations.	Apr-22	Organisational structure is reviewed	Consideration is being discussed at a high level.
	CEO	Ensure the administration of the region is governed through open and transparent decision-making and reporting processes.	Mar-22	Meetings and legislative requirements are met	Part of Monthly Council Meeting - Achieved.
	DCS	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for Corporate Assets	May-22	AMP is updated	In progress
	DCS	Maintain compliance with legislation, local laws, policies	Monthly	Local Laws, policies and procedures are reviewed on a regular basis for compliance	In progress
Actively participate in the membership of regional development and other organisations in order to achieve mutual regional priorities.	CEO	Actively participate in the regional organisations and statutory supported planning instruments	Monthly	Attendance to regional meetings	Attended FNQROC and NWQROC meetings.
	CEO	Build the Council's data analytic capability.	Apr-22	Statistical data is collected	Not commenced.

Effective Communication Between Council and the Community Across the Community

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Using appropriate media, promote civil and respectful discussion and participation in relevant issues.	CEO	Branding of Shire	Monthly	Media channel are used to promote Council operations	Council currenty using the "Inform" and Facebook.
Disseminate accurate and relevant information within the organization, the community and other relevant audiences.	CEO	Review of Council communication mechanisms	Oct-21	Current communication processes are reviewed and report to Council for consideration	Not commenced.
Review the current practice of holding consultation meetings throughout the Shire and distribution of newsletter 'Inform' to maximise effective community engagement.	CEO	Council will embrace exceptional customer service, valuing staff and promoting ethical standards of practice, supported by clear policies and strategies;	Monthly	Item is raised at every Council meeting to ensure compliance	Raised at meetings, however communication is still an issue.

Council Operations Support Quality Service Provision and Good Governance

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Ensure the transparency of council's financial operations and performance and promote awareness within the community of council's financial management and other strategies.	DCS	Review and implement strategies for an efficient operation of Council administration and finances sections	Nov-21	Number of issues raised	In progress
	DCS	Review and implement strategies for an efficient operation of Council's internet and internal technology capabilities.	Dec-21	capabilities of the system is reviewed and reported to Council	In progress
	DCS	Review and implement a fair and equitable rating system	Feb-22	Review is undertaken and outcomes are reported to Council for their consideration	Not commenced
Pursue opportunities for external income sources to enhance financial capacity beyond traditional methods	CEO		Monthly	Report to Council on options of gaining additional revenue sources	Every opportunity is taken to gain grant revenue.
Ensure the efficiency of procurement and stores activity.	DCS	Review and implement strategies for an efficient operation of the procurement and stores sections	Oct-21	Undertake a review of processes and if required implement an improvements	Not commenced

Council Operations Support Quality Service Provision and Good Governance (Cont)

Ensure the efficiency of depot and engineering administration	CEO	Review and implement strategies for an efficient operation of Councils depot and engineering sections	Nov-21	Review current practices and report back to Council on possible improvements	As per the Structure, Management is reviewing same.
	DES	Effective works program to better utilize alignments between all funding.	Dec-21	Program to be reported back to Council for consideration	Pending
Maintain a profitable fleet business and manage contractor hire arrangements.	DES	Review and implement strategies for an efficient operation of Council's Plant Fleet	Oct-21	AMP for Council plant and machinery is reviewed and implemented	Pending
	DES	Review and implement strategies for efficient use of contractors.	Sep-21	Report is presented to Council for consideration	Suggested changes to the implementation of the Wet and Dry contract were taken to Council and have since been implemented
	DES	Develop a Plant Replacement and upgrade schedule and maintain the operational capacity of plant.	Sep-21	An annual plant for plant replacement is presented to Council, including a 10 year replacement Program	Completed

Desirable Staffing Balance that Reflects Council and Community Expectations

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Develop, review and implement a staffing strategy to the efficiency of council operations	CEO	Review and implement strategies to increase the capacity of council	Oct-21	As part of the organisational review.	Currently considering same.
Provide accountable, professional, responsible, timely and accessible services to external and internal customers that reflect the values of the organization.	DCS	Review and implement strategies to for customer services	Oct-21	The current process for customer requests and complaints is review and any outcome is presented to Council for consideration	Planned for October 2021 commencement

Council is Effective in Attracting and Retaining Qualified, Experienced and Committed Staff

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Ensure councillors and staff are provided with relevant learning and personal development opportunities to achieve stated strategic priorities and corporate objectives.	CEO	Promote a drug free environment.		Outcomes from testing is considered	Currently doing random testing on a monthly basis.
	CEO	Review and implement strategies for an efficient training and development programs	Monthly	A training needs analysis is developed	Not commenced.
Implement effective HRM strategy throughout the organisation.	CEO	Review HRM practice for council.	Dec-21	An annual review is undertaken of current practices	Not commenced.
Develop and implement organisation well-being programs.	CEO	Well-being program is part of a HRM review.	Dec-21	An annual review is undertaken of current practices	Set up an arrangement with XXXXXXXXX
Develop and implement proactive WHS and enterprise risk strategies to reduce threats to the council and the community.	CEO	Promote and support a safe and healthy work environment in which the importance of family and work/life balance is recognised.	Feb-22	Annual review is favourable and incidents are minimised	Currently reviewing safe plan and another system for acceptance.

Council is Effective in Planning, Preparing and Responding to Natural Disasters

Strategies	Officer	Actions	Comp Date	KPI	1st Quarter
Ensure a preparedness to respond to natural disasters and other emergencies and engage in planning activities aimed at minimising the impact of such disasters on the community.	CEO	Advocate for improved weather information infrastructure in the region (stream gauge stations, rainfall gauge stations and radar).	Nov-21	Suitable weather forecasting is place.	6 new gauging devices have been order for the region.
Maintain a compliant, resourced disaster management plan	CEO	Review and update disaster management plan	Sep-21	Get ready is successful	Council Plan has been fully reviewed and checked by the DDMG.