



# NOTICE OF MEETING

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**Meeting:** Special Meeting

**Date:** Monday, 28<sup>th</sup> April 2025

**Location:** **Council Chambers,  
Georgetown**

**Commencing:** **10.00am**

**Councillors:** Cr Hughes  
Cr Royes  
Cr Tincknell  
Cr Ryan  
Cr Carroll

## Open Agenda Attached

Mark Watt  
CHIEF EXECUTIVE OFFICER

## **Local Government Act Qld 2009**

Section 4(2) of the *Local Government Act Qld 2009* state that the local government principles are:

- a) Transparent and effective processes, and decision-making in the public interest
- b) Sustainable development and management of assets and infrastructure, and delivery of effective services
- c) Democratic representation, social inclusion and meaningful community engagement
- d) Good governance of, and by, local government
- e) Ethical and legal behavior of councilors and local government employees

## **Local Government Regulation 2012**

Section 254(J) Closed meetings:

- (1) A local government may resolve that all or part of a meeting of the local government be closed to the public.
- (2) A committee of a local government may resolve that all or part of a meeting of the committee be closed to the public.
- (3) However, a local government or a committee of a local government may make a resolution about a local government meeting under subsection (1) or (2) only if its Councillors or members consider it necessary to close the meeting to discuss one or more of the following matters –
  - a) The appointment, dismissal or discipline of a chief executive officer
  - b) Industrial matters affecting employees
  - c) The local government's budget
  - d) Rating concessions
  - e) Legal advice obtained by the Council or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government
  - f) Matters that may directly affect the health and safety of an individual or group of individuals
  - g) Negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government
  - h) Negotiations relating to the taking of land by the local government under the *Acquisition of Land Act 1967*
  - i) A matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State
  - j) An investigation report given to the local government under chapter 5A, part 3, division 5 of the Act.
- (4) However, a local government or a committee of a local government must not resolve that a part of a local government meeting at which a decision mentioned in section 150ER(2), 150ES(3) or 150EU(2) of the Act will be considered, discussed, voted on or made to be closed.
- (5) A resolution that a local government meeting be closed must –
  - a) State the matter mentioned in subsection (3) that is to be discussed; and
  - b) Include an overview of what is to be discussed while the meeting is closed. meeting be closed must state the nature of the matters to be considered while the
  - c) Meeting is closed.
- (6) A local government or a committee of a local government must not make a resolution (other than a procedural resolution) in a local government meeting, or a part of a local government meeting, that is closed.

## OPEN SESSION AGENDA

1. OPENING OF THE MEETING AND SIGNING OF THE ATTENDANCE BOOK
2. PRAYER
3. APOLOGIES, CONDOLENCES AND CONGRATULATIONS
4. CONSIDERATION OF OPEN SESSION REPORTS
5. CONCLUSION

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<b>CONSIDERATION OF OPEN SESSION REPORTS</b>
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<b>DIRECTOR OF ENGINEERING SERVICES</b>
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Emergent Supervision, Damage Assessment and Project Management - NQ weather events Feb & Mar 2025

<b>DIRECTOR OF CORPORATE AND COMMUNITY SERVICES</b>
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<b>2</b>		
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Third Quarter Budget Review

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Draft FY2025/2026 Operational Plan

<b>Special Meeting</b>	28 April 2025
<b>Subject</b>	Emergent Supervision, Damage Assessment and Project Management - NQ weather events Feb & Mar 2025
<b>Classification</b>	Open
<b>Author</b>	Raju Ranjit

**EXECUTIVE SUMMARY**

This report relates to Council’s requirements to undertake damage assessments and project management resulting in the declared events being the North and Far North Tropical Low – commencing 29 January 2025 and the Western Queensland Surface Trough & Associated Rainfall & Flooding – commencing 21 March 2025.

**RECOMMENDATION**

That pursuant to section 226 of the *Local Government Regulation 2012*, tenders be called for Emergent Supervision, Damage Assessment and Project Management to cover the North and Far North Tropical Low – commencing 29 January 2025 and the Western Queensland Surface Trough & Associated Rainfall & Flooding – commencing 21 March 2025.

**BACKGROUND**

Council was officially declared for two events early in 2025 being on the North and Far North Tropical Low – commencing 29 January 2025 and the Western Queensland Surface Trough & Associated Rainfall & Flooding – commencing 21 March 2025. Following the declarations, Council was eligible for Counter Disaster Operations, Reconstruction of Public Assets and other measures for residents.

A Special Meeting was held on Tuesday 11 February 2025 to consider Tender ESC 2024-044-Emergent Supervision, Engineering and Damage Assessment of the Flood Damaged Assets in Anticipated Wet Season 2024/2025. A decision was made not to enter into a contract for this service as Council felt the methodology for the damage pick-up required review, together with the road register needing review.

On the 26 February 2025 a meeting was held to discuss Disaster Recovery Funding Arrangements (DRFA) so that Council could move forward on the pick-up and project management of the above events. The following matters were identified for discussion:

- Results from QRA discussion (18/2/25) and better understanding of scope of works, options for pick-up etc
- We are receiving complaints about roads not being opened
- Council resources are being devoted to this now, but are not claimable and impact on other works.

Following the meeting, a decision was made to call expressions of interest for project management of Queensland Reconstructions Works. Applications were released, with re-advertising being required, and finally closing on 31 March 2025.

Three applications were received and following an assessment of the candidates, it is determined that no candidates were suitable.

A panel of staff was convened to review the application, together with representatives from the Queensland Reconstruction Authority. When assessing the suitability of the candidates against the role, scope, responsibilities and essential criteria, it was determined that the candidates are unsuitable. Refer Attachment 1 – Project Manager – Queensland Reconstruction Authority.

Whilst the candidates are reasonably qualified to work for Council, they don’t possess the qualifications and experience to project manage DRFA works.

In a broader sense, establishing internal capacity for damage assessment and project manage isn’t possible in such a short timeframe. This will take a number of years to establish and doing so at this time may jeopardise the delivery of current pick-up and delivery of Reconstruction of Essential Public Assets (REPA) works.

**REPORT**

Following a review of the capacity of Council to establish internal capacity for DRFA for Council is discussed in the Attachment 2 – Capability Assessment.

**LINK TO CORPORATE PLAN**

Corporate Aim No. 1: A Sustainable Transport Network That Meets Community Needs

## BUDGET & RESOURCE CONSIDERATIONS

Costs for flood damage are claimable under Disaster Recovery Funding Arrangements.

## LEGAL CONSIDERATIONS

Local Government Act 2009

Local Government Regulation 2012

## POLICY IMPLICATIONS

Asset Management Policy

## CONSULTATION

Has been consulted with ESC employees.

Consultation	Tick	Policy Consideration	Action
No consultation required	<input type="checkbox"/>	Limited engagement required	Engage internally based on good decision-making.
Inform	<input type="checkbox"/>		
Consult	<input checked="" type="checkbox"/>		
Involve	<input type="checkbox"/>		
Collaborate	<input type="checkbox"/>		
Empower	<input type="checkbox"/>		

## RISK ASSESSMENT

Risk Assessment Outcome: Medium

Summary of risks and opportunities:

- Risk 1 – Delay in undertaking damage pick-up. If emergent works are completed first, damage repairs could be lost and unable to be identified and claimed after emergent works. In the past, Council has carried out the damage pick-up before the emergent works.
- Risk 2 – The risk to Council's workforce whereby staff resources and expertise are either not available or need to be brought in. This places significant burden on existing staff when considering the already busy works program.
- Risk 3 – The impacts to the local economy as a result of delayed or decreased suppliers and contractors in the Shire.

### **Report Prepared By:**

Raju Ranjit

**Date:** 22/4/2025

### **Report Authorised By:**

Mark Watt

**Date:** 22/4/2025

## ATTACHMENTS

1. Project Manager – Essential Criteria
2. QRA Capability Assessment

# **Project Manager**

## **Queensland Reconstruction Authority**

### **The Role:**

The Project Manager role will be responsible for the coordination, planning and successful delivery of recovery and reconstruction projects funded by the Queensland Reconstruction Authority. The role will involve managing a specialised team to deliver multiple projects within the shire, ensuring works are completed on time, within budget and in compliance with QRA guidelines and regulatory standards.

### **Project Scope:**

Project scope services required are as follows:

- Pick up and assessment of the flood damaged assets
- Preparation of detailed costings and submit to QRA for approval
- Project Management for the DRFA works
- Prepare an appropriate claim as per the Guidelines of QRA.
- Develop a monthly report for Council general meeting
- Estimate that office/field work carried out on a 50/50 basis.

### **Responsibilities:**

- (a) Pick up and assessment of the flood damaged assets
- (b) Preparation of detailed costings and submit to QRA for approval
- (c) Project Management for the DRFA works
- (d) Prepare an appropriate claim as per the Guidelines of QRA.
- (e) Develop a monthly report for Council general meeting
- (f) Inspect Council's all Local and Regional Roads. The Project Manager is expected to capture local and regional roads photographs every 100m interval.
- (g) Assess road damage due to recent flooding events and categorise into correct category as per QRA guidelines
- (h) Prepare a claim as per the Guidelines of QRA by ensuring unit rates are appropriate for the treatment suggested.
- (i) Work with Council's internal team and QRA assessor and get Council's claim approved.
- (j) Prepare work packages for essential public asset reconstruction works. Consideration of day labour opportunities, work areas, work types, funding timeframes, local contractor capacity and capabilities etc. to be incorporated into packaging of works.
- (k) Prepare all the necessary tender documentation (including specifications) in line with the Council's Procurement Policy and Procedures.
- (l) Provide assistance to Council's Procurement Team in tendering works packages and assist in evaluating and drafting Council Reports (as necessary) of tenders.
- (m) Compile contract documentation for selected contractors and undertake all ongoing contract management including superintendent representative's duties.

- (n) Liaise with Flood Funding Assessor (QRA) for all funding reporting and scope management enquiries.
- (o) Undertake on ground set out of approved works and supervise contractors as per the contractual and DRFA requirements.
- (p) Provide work inspection software to monitor all the maintenance work and capture images of the work activities.
- (q) Manage project cost, quality, safety & timeframes, and resource management.
- (r) Program and project level reporting to council and QRA including acquittals.
- (s) Provision of GIS based program/project management information.
- (t) Perform general project and contract management administrative duties.
- (u) Respond to day-to-day enquiries regarding the project including items such as communications and media requests, stakeholder issues, project delivery risks and issues, etc.
- (v) Final acquittal (reimbursement claim) of actual costs.
- (w) Work collaboratively and proactively with other state government departments, public utility authorities and adjacent landowners.
- (x) Provide the Principal with all necessary information, support and assistance to enable the Principal to carry out the acquittal process under the Queensland Disaster Funding Guidelines.

**Essential Criteria:**

- Demonstrated experience in effectively delivering similar services in the Far North Queensland Region.
- Methodology of how the services will be provided and the flood restoration program delivered.
- Demonstrated experience using QRA's Mars Portal and Asset Edge's RECOVER Software.
- Ability to commence 4 weeks after the acceptance of position by Council. The Project Manager shall confirm resource availability and commencement dates.
- Demonstrated ability to support delivery of DRFA works in conjunction with Council crews, Council's finance and works teams and small local contractors.
- Experience of team members with the delivery of civil works and specifically DRFA works.
- Demonstrated systems, processes and tools to facilitate effective delivery and management of DRFA works.
- Class 'A' Driver Licence - Queensland

**Desirable Criteria:**

- Registered Professional Engineer Queensland (RPEQ).

**Terms and Remuneration:**

- 2-year contract
- \$110,000 - \$120,000
- Position reports to the Director of Engineering and is accountable to the Chief Executive Officer.

## INTRODUCTION

Establishing internal capacity within Council for emergent supervision, damage assessment and project management is not considered possible or likely at the present time.

Council does not have the capacity or resources to establish a DRFA (Internal) Team particularly given the candidates available and because of the need to start work now.

## PROJECT MANAGEMENT

In a broad sense, various roles exist for project management and the following services are currently provided to Council:

- Senior Project Manager
- Project Manager
- Inspector
- Technical Support
- Superintendent representative

The Project Manager is key to a DRFA Team. This essential role exists to ensure recovery and reconstruction efforts are delivered efficiently, accurately, and in full compliance with Queensland Reconstruction Authority (QRA) guidelines. They coordinate complex tasks such as flood damage assessments, cost estimation, tendering, contractor management, and funding claims—while balancing time, cost, quality, and safety. With multiple projects running simultaneously, a Project Manager provides structure, leadership, and oversight, ensuring local roads and infrastructure are restored effectively. They also act as the vital link between Council, contractors, and QRA, handling reporting, procurement, and stakeholder communication. Without this role, the risk of delays, funding issues, and non-compliance increases significantly.

The risks to Council of establishing an effective DRFA (Internal) Team are significant. Identified risks are as follows:

- Employing unqualified or unsuitable persons;
- Incurring costs such as wages that are not claimable;
- The lost opportunity of having external expertise to conduct pick-up, submit claims and project supervision and manage the entire DRFA process;
- The risk to future and ongoing funding from a DRFA (Internal) Team that is not properly established, trained or capable.

Estimated hours per month for project management is 400 to 500 hours.

Please refer to the attachment Project Manager - Essential Criteria.

## ALLIED SERVICES

### Finance & Administration

Current activities conducted by project managers that need to form part of a DRFA (Internal) Team are as follows:

- Management of cost recovery for multiple flood events with multiple zones with multiple roads and many individual activities per road
- New submissions
- Expenditure tracking to approved submissions
- Fortnightly claims
- Review of job costing to ensure expenses meet the approved costings, if not, direction for correction journals

- QRA Management and Reporting System (MARS) Portal management (which is a very complicated portal) including:
  - Submissions
  - Pre-approval assessments
  - Progress reports
  - Close outs – ensuring ESC get paid the final payments
  - Claims (by road and activity – i.e. thousands of possible entries)
- QRA direct contact
  - Management of requested samples
  - Discussions with QRA to ensure payment of expenses to maximise cost recovery, and if data entry errors are found, they discuss with QRA to ensure these are still recovered.
  - Assurance that samples are accepted and recoveries are paid by QRA
  - Fielding and management of queries
- Accountants & Engineers available for assistance to ESC with any task related to Flood Damage
- Cash flow management – reporting to FM on monthly cash flow forecasts relating to QRA claims in progress – including taking into account the tracking of trigger points and advance payments per zone for 6 zones per event.
- Claims to payments reconciliations – including contacting QRA to fast track payments
- Job costing to zone and road level of their own invoices to ensure its fully recoverable from QRA
- Gravel declarations for flood damage contractors (past contractor for example - Renick & Gulf Civil)
- Completion and tracking of flood damage contractor contracts including retentions.

Estimated hours per month for finance and administration is 100 hours.

#### Contract Management

Contract management services are provided by the Project Manager on an ongoing, as-needs basis. If Council was to establish a DRFA (Internal) Team, no capacity exists for contract management services.

It has been demonstrated from existing and previous contracts and delivery of DRFA works that contract management is essential. Oftentimes, the need for contract discussions and interpretation are required and there are no internal resources or expertise for this task.

In the event or need for contract management services, Council would be required to engage the services of a legal firm, which would come at a significant cost, and not be recoverable under DRFA.

Estimated hours per month for contract management is 10 hours.

#### Mapping and Information Technology

Mapping services are also provided by the Project Manager on an ongoing, as-needs basis. If Council was to establish a DRFA (Internal) Team, no expertise exists for mapping services and this would need to be engaged externally at a significant cost.

Mapping consists of maintaining the portal used by project manager and Superintendent and CEO, together with mapping services for project planning and delivery.

Information technology also forms part of the services provided by the project manager, however the level of service at this point still needs to be determined.

Estimated hours per month for mapping is 10 hours.

## ACCOUNTING FOR IMPAIRMENT

Council's external auditor has already raised concerns and in discussions with Council's Finance Manager, has been monitoring the situation with the Flood Damage that has occurred over the last few months. What's been identified are a number of major risks that are developing. The high levels of rain over the last few months and has caused extensive damage to Council's road network. In discussing this with senior staff including Director of Engineering, it was noted that the level of damage indicates a Flood Damage event has occurred that requires claiming of Flood Damage with the DRFA as in previous years. Currently the level of the damage is unknown but previous experience indicates that a claim estimated to be as high as \$30 million is possible.

The level of damage incurred indicates that an impairment of road assets will need to be recognised at some point prior to 30 June 2025. Associated with that is the claim that has to be made to the QRA.

The following has been highlighted:

1. To recognise the impairment, experienced staff or contractors have to physically inspect the roads and make an estimation of the damage. This includes the use of sophisticated machinery and complicated computer techniques.
2. The impairment has to be recognised in the financial reports at 30 June 2025. During 2024-25 Audit, BDO Audit staff will carefully scrutinise the impairment measurements and test the accuracy of the recording of the data and the qualifications and experience of the personnel involved. Any inaccuracies or mistakes that are evident and material could result in Council receiving a negative report from the Auditors. It is possible that Council could receive a Qualified Audit opinion. Invariably a Qualified opinion drags out over two years.
3. Following the recording of the data, a claim has to be produced and forwarded to the QRA for approval. This is very time consuming. Because of the delays on starting the damage assessment, lodged, assessed and approved, the timeframes are rapidly diminishing. When the claim is received by QRA, once assessed and approved, 30% payment is made to Council so that work can progress.

In summary, there are a number of risks associated with Council not applying the highest priority to the recording of the Flood Damage that has occurred. Three major risks are as follows:

- Council will not receive the 30% of the flood damage prepayment prior to 30 June 2025.
- The amount of the impairment of Assets will not be correctly recorded in Council accounts resulting in negative Audit reports.
- Repair work on Flood Damage will not proceed in a timely manner.

There are a number of other implications that can affect Council associated with this situation. Finance staff are monitoring this situation and can provide further information if required.

## SUMMARY AND CONCLUSION

In summary, the above capability assessment determines an extensive range of tasks to establish a DRFA (Internal) Team. Not only the required persons, but the additional costs to recruit, accommodate and provide vehicles, with such costs not being eligible in all cases.

The total amount of hours per month for a DRFA (Internal) Team is estimated to be over 600 hours, requiring a minimum of four (4) people. Similarly, there is a risk that not all costs are eligible in the situation where DRFA eligible work is not being performed.

<b>Special Meeting</b>	<b>28<sup>th</sup> April 2025</b>
<b>Subject</b>	Third Quarter Budget Review
<b>Classification</b>	Open
<b>Author</b>	Renee Bester, Director of Corporate Services

### EXECUTIVE SUMMARY

Under section 104 of the *Local Government Act 2009*, Council must have an annual budget as part of its suite of financial planning documents. Councils budget was adopted on 28th July 2024 and compiled with the requirements of section 169 of the *Local Government Regulation 2012*.

A review of Council's budget has been completed as of 31<sup>st</sup> March 2025. It is proposed that Council amend it's budget to address any organisation change that has occurred since its adoption. Section 170(3) of the *Local Government Regulation 2012* allows Council to amend its budget any time before the end of the financial year.

### RECOMMENDATION

That Council, in accordance with section 170(3) of the *Local Government Regulation 2012*, amend its 2024/2025 budget as recommended.

### BACKGROUND

A desktop review of Council's budget has been completed by the CEO, Director of Corporate Services, Director of Engineering Services, Finance Manager and Senior Finance Officer and further details regarding the Operational and Capital Revenue Expenditure are explained below.

#### **Operational Budget Review**

Recently a scheduled third quarterly review was conducted as at 31 March 2025. This is in addition to the first quarter budget review and the midyear/half term budget review.

The third quarter review includes adjustments for grant revenue to be received (or already received) and very minor changes to expenditure. The result of the review is an increase in expected revenues of \$4,583,742.50. Therefore, total adjustments made to the Operational Budget for the 9 months ended 31<sup>st</sup> March 2025 is an additional surplus of \$5,120,270.50 resulting in a predicted EOFY Surplus of \$14,053.426.50.

It is important to note that this revenue received is substantially grant revenue received in advance and will be treated as constrained funds. Please refer to Attachment 1 for a break down of these items.

	Revenue	Expenditure	Budget Change	Surplus (Deficiency)	Notes
Original FY24/25 Budget	\$ 66,629,667.00	\$ 57,696,511.00		\$ 8,933,156.00	
1st Qtr Review Amendments	\$ 1,045,000.00	\$ 343,050.00	\$ 701,950.00	\$ 9,635,106.00	Approved by resolution
1st Quarter Budget	\$ 67,674,667.00	\$ 58,039,561.00		\$ 9,635,106.00	
Depreciation Adjustment		-\$ 275,423.00	\$ 275,423.00	\$ 9,910,529.00	
2nd Qtr Review Amendments	\$ 901,155.00	\$ 1,342,000.00	-\$ 440,845.00	\$ 9,469,684.00	Approved by resolution
2nd Quarter Budget	\$ 68,575,822.00	\$ 59,106,138.00		\$ 9,469,684.00	
3rd Qtr Review Amendments	\$ 4,613,742.50	\$ 30,000.00	\$ 4,583,742.50	\$ 14,053,426.50	
3rd Quarter Budget	\$ 73,189,564.50	\$ 59,136,138.00	\$ 5,120,270.50	\$ 14,053,426.50	

#### **Capital Budget Review**

Attachment 2 outlines projects which the Finance Working Group have collated and made recommendations based on current information.

### LINK TO CORPORATE PLAN

Corporate Aim No. 5: Best practice corporate governance and organisational excellence.

Corporate Outcome No. 5.1: Council provides community leadership through financial sustainability and an open and accountable governance structure

### BUDGET & RESOURCE CONSIDERATIONS

The net effect of the proposed Revenue and Expenditure budget amendment is an increase in Council's Total Comprehensive Income by \$4,583,742.50.

LEGAL CONSIDERATIONS  
 Local Government Act 2009  
 Local Government Regulation 2012

POLICY IMPLICATIONS  
 Nil

CONSULTATION  
 Please consult Council's Community Engagement Policy in conjunction with the IAP2 Spectrum for guidance.

Consultation	Tick	Policy Consideration	Action
No consultation required	<input checked="" type="checkbox"/>		
Inform	<input type="checkbox"/>		
Consult	<input type="checkbox"/>		
Involve	<input type="checkbox"/>		
Collaborate	<input type="checkbox"/>		
Empower	<input type="checkbox"/>		

RISK ASSESSMENT  
 Risk Assessment Outcome: Low

Please provide below a summary of risks and opportunities including review of likelihood and consequences and how mitigated if high risk.

Summary of risks and opportunities:

- Risk 1 – Making changes to original budget estimates may not significantly improve the quality of the overall budget.
- Risk 2 – Budgets are attention directing devices, effective in assisting staff in their daily decision making, planning and other operational activities. Constantly changing budget estimates may decrease the effectiveness of the budgeting process.
- Risk 3 – The time and effort involved may not result in any improvement in outcomes.
- Opportunity 1 - Matching Councils actual movements in cash inflows and outflows provides a better basis of informing staff and community information end users.
- Opportunity 2 – Constant reviews may provide better awareness and understanding and generally improves the quality of financial Information and organisation efficiency.

**Report Prepared By:**

**Report Authorised By:**

**Renee Bester**

Mark Watt

**Date: 23/04/2025**

Date: 23/04/2025

ATTACHMENTS

Include attachments such as:

- Operational Budget Worksheet
- Capital Expenditure Budget Worksheet
- Projected Revenue & Expenditure GL Report

Revenue & Expenditure  
General Ledger as at  
Year lapsed

Half Yearly  
31/03/2025  
75%

GL #	GL Account	REVENUE		EXPENDITURE		Third Quarter REVIEW		COMMENTS
		31/03/2025	Budget	31/03/2025	Budget	Revenue	Expenditure	
<b>1000-0001</b>	<b>GOVERNANCE</b>							
1000-0002	Elected Members	-	-	389,642.80	503,000.00	-	-	
1010-0002	Governance	-	-	668,394.78	810,000.00	-	-	
1020-0002	Economic Development	220,142.00	2,440,000.00	117,940.64	250,000.00	1,000,000.00	-	Growing Our Regions Grant Money Received
1040-0003	Town Planning	3,180.00	10,000.00	64,779.68	60,000.00	-	-	
1041-0003	Building Control	1,178.70	2,000.00	-	200.00	-	-	
1042-0003	Environmental Health	1,881.00	9,000.00	13,398.34	30,000.00	-	-	
1043-0003	Local Laws	-	-	-	5,000.00	-	-	
1050-0002	Disaster Management	2,700,072.52	1,360,000.00	130,979.97	153,500.00	1,364,349.00	-	FNQRP Grant Money Received
1060-0002	WH&S	-	-	240,921.92	305,000.00	-	-	
<b>2000-0001</b>	<b>CORPORATE</b>							
2000-0002	General Rates	2,455,508.58	2,705,000.00	390,905.46	430,000.00	-	-	
2010-0002	General Administration	6,251,992.97	6,805,192.00	2,064,975.44	2,734,000.00	-	10,000.00	
2020-0002	Employee Services	1,936,200.02	2,200,000.00	1,617,779.90	2,155,000.00	-	-	
2030-0002	ICT	-	-	271,205.94	365,000.00	-	-	
2040-0002	Broadcasting Services	-	-	4,794.68	6,600.00	-	-	
<b>3000-0001</b>	<b>COMMUNITY</b>							
<b>3000-0002</b>	<b>Commercial Rental Properties</b>							
3000-0003	Staff housing	99,636.00	140,000.00	246,587.50	517,000.00	-	150,000.00	Interest Adjustment
3001-0003	Other Residential	-	-	-	-	-	-	
3002-0003	Savannah House	2,925.00	4,000.00	20,980.51	29,000.00	-	-	
3003-0003	Demountable Office (Mary St)	37,000.00	48,000.00	1,288.15	6,000.00	-	-	
3004-0003	Independent Living	-	1,200,000.00	107,391.66	-	-	150,000.00	Interest Adjustment
3010-0002	Libraries	1,450.00	6,000.00	33,881.41	30,000.00	-	-	
3020-0002	Community Development	26,250.00	26,250.00	129,530.40	330,000.00	-	-	
3030-0002	Sport & Recreation	50.00	1,000.00	328,809.79	494,000.00	-	-	
3040-0002	Halls	1,145.45	5,000.00	244,327.40	343,000.00	-	-	
3050-0002	Medical Centres	-	-	23,748.79	49,200.00	-	-	
3060-0002	Aerodromes	135,000.00	450,000.00	224,822.70	300,500.00	-	-	
3070-0002	Terrestrial Centre	107,183.20	1,160,000.00	357,003.20	641,000.00	1,000,000.00	-	Incorrect coding of Rec & Resil Grant (FNQRP)
3080-0002	Little Gems Child Care Centre	85,645.61	139,000.00	407,062.82	505,500.00	-	-	
3090-0002	Georgetown Student Hostel	105,799.96	250,000.00	183,217.66	371,450.00	-	-	
3100-0002	Cemeteries	3,319.62	2,000.00	34,093.57	30,000.00	-	20,000.00	Purchase of Chronicle Software
<b>4000-0001</b>	<b>INFRASTRUCTURE SERVICES</b>							
4000-0002	Parks Gardens Reserves and Grounds	2,318.30	4,000.00	513,944.09	644,000.00	-	-	
4010-0002	Rural Lands Protection	31,185.88	38,000.00	224,630.50	435,500.00	-	-	
4020-0002	Street Lighting	-	-	6,582.72	18,000.00	-	-	
4030-0003	Shire Roads	3,853,065.72	4,177,136.00	2,613,158.01	4,075,000.00	1,702,429.12	-	Grant money - TIDS, LRCI 3&4, Caseys Rest
4031-0003	Town Streets	22,500.00	198,000.00	127,277.20	654,542.00	-	-	
4032-0003	Flood Damage	33,203,516.21	32,252,193.00	26,972,200.45	32,879,049.00	1,546,964.38	-	
4040-0002	Depot and Stores	73,191.53	125,000.00	713,644.39	1,114,000.00	-	-	
4050-0003	Private Works	103,034.09	220,000.00	69,069.52	180,000.00	-	-	
4051-0003	DTMR	3,274,757.61	4,753,901.00	2,880,739.09	2,418,901.00	-	-	
4060-0002	Plant Operations	4,815,140.98	7,120,000.00	2,404,955.13	3,596,000.00	-	-	
<b>5000-0001</b>	<b>UTILITIES</b>							
<b>5000-0002</b>	<b>Water Supply</b>							
5000-0003	Georgetown WTP & Reticulation	423,560.70	420,100.00	601,394.77	860,300.00	-	-	
5001-0003	Forsyth WTP & Reticulation	117,854.81	117,200.00	276,940.52	272,000.00	-	-	
5002-0003	Charleston Dam	-	-	17,016.86	120,000.00	-	-	
<b>5010-0002</b>	<b>Waste Management</b>							
5010-0003	Georgetown	154,039.64	150,400.00	176,890.43	281,300.00	-	-	
5011-0003	Forsyth	15,562.05	14,950.00	12,293.35	76,000.00	-	-	
5012-0003	Einasleigh	11,398.19	10,500.00	12,665.44	18,885.00	-	-	
5013-0003	Mt Surprise	12,201.07	12,000.00	6,147.69	8,711.00	-	-	
5014-0003	Kidston	-	-	-	-	-	-	
TOTAL REVENUE AND EXPENDITURE						4,613,742.50	30,000.00	
ADJUSTED REVENUE AND EXPENDITURE							4,583,742.50	

<b>WIP - March 2025</b>		<b>PROJECT LIFE BUDGET</b>	<b>%</b>	<b>3rd Qtr Budget Review</b>	<b>Comments</b>
5152-4500-0004	<b>Forsyth &amp; Mt Surprise</b> - Learning Hubs	20,000.00	0%	- 10,000.00	Carry Forward \$10,000 for Forsyth Learning Hub
5152-4500-0000	<b>Forsyth</b> - Seating, Signage & Fitness Equipment	25,000.00	0%	25,000.00	Was rolled forward, will be rolled back. No change to Project Life Budget
3620-4505-0002	<b>LRCI Phase 4</b> - Recon & Seal Oak Park Road (Bagstowe Homestead)	79,698.00	0%	- 79,698.00	Remove from Budget as per April General Meeting
	Recon & Sealing - Oak Park Road Bridge to Intersection (ch23.8km to 25.30km excl bridge)			618,200.00	Length 1.12km, Seal width 8m, Formation width 9m
3620-4505-0003	<b>LRCI Phase 4</b> - Design and reseal for Hayman	42,100.00	0%	- 42,100.00	Roll to FY25/26
	Mt Surprise Remedial Street drainage ( <b>budget review pending</b> )	198,000.00	0%		Projects to be advised
	Washdown Bay Electrical Works	90,000.00	0%	90,000.00	New Project (April Meeting)
	Washdown Bay Avdata System	4,800.00		4,800.00	New Project (April Meeting)
	Washdown Bay Pump & Water Tank	18,000.00	0%	18,000.00	New Project (April Meeting)
				<b>624,202.00</b>	

(Accounts: 0300-0001-0000 to 5014-2400-0000. All report groups. 82% of year elapsed. To Level 4. Excludes committed costs)

Etheridge Shire Council (Budget for full year)

Financial Year Ending 2025

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		REVENUE		EXPENDITURE		SURPLUS/(DEFICIENCY)			
		30 Apr 2025	Budget	30 Apr 2025	Budget	30 Apr 2025	Budget		
1000-0001	Governance								
1000-0002	Elected Members	0.00	0	401,059.70	80%	503,000	(401,059.70)	80%	(503,000)
1010-0002	Governance	0.00	0	730,087.91	90%	810,000	(730,087.91)	90%	(810,000)
1020-0002	Economic Development	3,220,142.00	3,440,000	118,698.43	47%	250,000	3,101,443.57	97%	3,190,000
1040-0002	Regulatory Services								
1040-0003	Town Planning	3,180.00	10,000	74,167.08	124%	60,000	(70,987.08)	142%	(50,000)
1041-0003	Building Control	1,178.70	2,000	0.00	0%	200	1,178.70	65%	1,800
1042-0003	Environmental Health	1,881.00	9,000	34,507.24	115%	30,000	(32,626.24)	155%	(21,000)
1043-0003	Local Laws	0.00	0	0.00	0%	5,000	0.00	0%	(5,000)
1040-0002	Regulatory Services	6,239.70	21,000	108,674.32	114%	95,200	(102,434.62)	138%	(74,200)
1050-0002	Disaster Management	2,700,072.52	2,724,349	131,695.22	86%	153,500	2,568,377.30	100%	2,570,849
1060-0002	WH&S	0.00	0	256,869.53	84%	305,000	(256,869.53)	84%	(305,000)
1000-0001	Governance	5,926,454.22	6,185,349	1,747,085.11	83%	2,116,700	4,179,369.11	103%	4,068,649
2000-0001	Corporate								
2000-0002	General Rates	2,416,880.10	2,705,000	387,091.55	90%	430,000	2,029,788.55	89%	2,275,000
2010-0002	General Administration	6,434,248.61	6,805,192	2,184,318.73	80%	2,744,000	4,249,929.88	105%	4,061,192
2020-0002	Employee Services	2,159,922.09	2,200,000	1,727,658.76	80%	2,155,000	432,263.33	961%	45,000
2030-0002	ICT	0.00	0	308,459.52	85%	365,000	(308,459.52)	85%	(365,000)
2040-0002	Broadcasting Services	0.00	0	4,794.68	73%	6,600	(4,794.68)	73%	(6,600)
2000-0001	Corporate	11,011,050.80	11,710,192	4,612,323.24	81%	5,700,600	6,398,727.56	106%	6,009,592
3000-0001	Community								
3000-0002	Commercial Rental Properties								
3000-0003	Staff housing	109,992.00	140,000	251,924.28	69%	367,000	(141,932.28)	63%	(227,000)
3002-0003	Savannah House	3,250.00	4,000	20,980.71	72%	29,000	(17,730.71)	71%	(25,000)
3003-0003	Demountable Office (Mary St)	41,000.00	48,000	1,289.09	21%	6,000	39,710.91	95%	42,000
3004-0003	Independent Living	0.00	1,200,000	133,031.81	89%	150,000	(133,031.81)	-13%	1,050,000
3000-0002	Commercial Rental Properties	154,242.00	1,392,000	407,225.89	74%	552,000	(252,983.89)	-30%	840,000
3010-0002	Libraries	2,460.00	6,000	37,082.25	124%	30,000	(34,622.25)	144%	(24,000)
3020-0002	Community Development	26,250.00	26,250	132,412.28	40%	330,000	(106,162.28)	35%	(303,750)
3030-0002	Sport & Recreation	50.00	1,000	337,939.41	68%	494,000	(337,889.41)	69%	(493,000)
3040-0002	Halls	1,145.45	5,000	246,600.95	72%	343,000	(245,455.50)	73%	(338,000)
3050-0002	Medical Centres	0.00	0	25,660.06	52%	49,200	(25,660.06)	52%	(49,200)
3060-0002	Aerodromes	135,000.00	450,000	232,254.55	77%	300,500	(97,254.55)	-65%	149,500
3070-0002	Terrestrial Centre	111,803.51	160,000	389,077.81	61%	641,000	(277,274.30)	58%	(481,000)

(Accounts: 0300-0001-0000 to 5014-2400-0000. All report groups. 82% of year elapsed. To Level 4. Excludes committed costs)

Etheridge Shire Council (Budget for full year)

Financial Year Ending 2025

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		REVENUE		EXPENDITURE		SURPLUS/ (DEFICIENCY)				
		30 Apr 2025	Budget	30 Apr 2025	Budget	30 Apr 2025	Budget			
3080-0002	Little Gems Child Care Centre	92,681.45	67%	139,000	426,628.83	84%	505,500	(333,947.38)	91%	(366,500)
3090-0002	Georgetown Student Hostel	106,090.49	42%	250,000	229,845.00	62%	371,450	(123,754.51)	102%	(121,450)
3100-0002	Cemeteries	3,319.62	166%	2,000	46,165.86	92%	50,000	(42,846.24)	89%	(48,000)
3000-0001 Community		633,042.52	26%	2,431,250	2,510,892.89	68%	3,666,650	(1,877,850.37)	152%	(1,235,400)
4000-0001 Infrastructure Services										
4000-0002	Parks Gardens Reserves and Grounds	2,318.30	58%	4,000	541,959.93	84%	644,000	(539,641.63)	84%	(640,000)
4010-0002	Rural Lands Protection	34,422.75	91%	38,000	254,956.47	59%	435,500	(220,533.72)	55%	(397,500)
4020-0002	Street Lighting	0.00	0%	0	8,245.16	46%	18,000	(8,245.16)	46%	(18,000)
4030-0002	Roads									
4030-0003	Shire Roads	4,238,494.84	72%	5,879,565	2,642,325.89	65%	4,075,000	1,596,168.95	88%	1,804,565
4031-0003	Town Streets	22,500.00	11%	198,000	141,837.02	22%	654,542	(119,337.02)	26%	(456,542)
4032-0003	Flood Damage	33,517,548.84	99%	33,799,157	27,478,521.17	84%	32,879,049	6,039,027.67	656%	920,108
4030-0002	Roads	37,778,543.68	95%	39,876,722	30,262,684.08	80%	37,608,591	7,515,859.60	331%	2,268,131
4040-0002	Depot and Stores	80,111.34	64%	125,000	793,245.00	71%	1,114,000	(713,133.66)	72%	(989,000)
4050-0002	Recoverable Works									
4050-0003	Private Works	104,945.12	48%	220,000	71,915.49	40%	180,000	33,029.63	83%	40,000
4051-0003	DTMR	3,274,757.61	69%	4,753,901	3,207,891.83	133%	2,418,901	66,865.78	3%	2,335,000
4050-0002	Recoverable Works	3,379,702.73	68%	4,973,901	3,279,807.32	126%	2,598,901	99,895.41	4%	2,375,000
4060-0002	Plant Operations	5,077,640.85	71%	7,120,000	2,513,389.17	70%	3,596,000	2,564,251.68	73%	3,524,000
4000-0001	Infrastructure Services	46,352,739.65	89%	52,137,623	37,654,287.13	82%	46,014,992	8,698,452.52	142%	6,122,631
5000-0001 Utilities										
5000-0002	Water Supply									
5000-0003	Georgetown WTP & Reticulation	423,694.85	101%	420,100	627,556.54	73%	860,300	(203,861.69)	46%	(440,200)
5001-0003	Forsayth WTP & Reticulation	117,871.98	101%	117,200	293,457.87	108%	272,000	(175,585.89)	113%	(154,800)
5002-0003	Charleston Dam	0.00	0%	0	17,757.27	15%	120,000	(17,757.27)	15%	(120,000)
5000-0002	Water Supply	541,566.83	101%	537,300	938,771.68	75%	1,252,300	(397,204.85)	56%	(715,000)
5010-0002	Waste Management									
5010-0003	Georgetown	154,080.88	102%	150,400	187,586.50	67%	281,300	(33,505.62)	26%	(130,900)
5011-0003	Forsayth	15,563.92	104%	14,950	13,596.47	18%	76,000	1,967.45	-3%	(61,050)
5012-0003	Einasleigh	11,410.01	109%	10,500	13,377.37	71%	18,885	(1,967.36)	23%	(8,385)
5013-0003	Mt Surprise	12,201.44	102%	12,000	7,131.61	82%	8,711	5,069.83	154%	3,289
5010-0002	Waste Management	193,256.25	103%	187,850	221,691.95	58%	384,896	(28,435.70)	14%	(197,046)

(Accounts: 0300-0001-0000 to 5014-2400-0000. All report groups. 82% of year elapsed. To Level 4. Excludes committed costs)

Etheridge Shire Council (Budget for full year)

Financial Year Ending 2025

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		REVENUE		EXPENDITURE		SURPLUS/(DEFICIENCY)	
		30 Apr 2025	Budget	30 Apr 2025	Budget	30 Apr 2025	Budget
5000-0001	Utilities	734,823.08	101% 725,150	1,160,463.63	71% 1,637,196	(425,640.55)	47% (912,046)
TOTAL REVENUE AND EXPENDITURE		64,658,110.27	88% 73,189,564	47,685,052.00	81% 59,136,138	16,973,058.27	121% 14,053,426



**General Meeting**      **28<sup>th</sup> April 2025**

<b>Subject</b>	Draft FY2025/2026 Operational Plan
<b>Classification</b>	Open
<b>Author</b>	Renee Bester, Director of Corporate Services

**EXECUTIVE SUMMARY**

Council are currently preparing the FY2025-2026 annual budget in accordance with the *Local Government Act 2009* and the *Local Government Regulations 2012*; the budget priorities from the Councillors, Executive Management Team and the Corporate Plan Objectives (2025-2029). A draft FY25/26 Operational Plan has been developed based on community consultation done in late 2024 for the Corporate Plan. The Operational Plan is the basis upon which the annual budget is formed for Councils operations for the 2025-2026 Financial Year.

**RECOMMENDATION**

That Council receive the draft FY2025/2026 Operational Plan, including any amendments made by Council for planning and budgetary considerations for FY2025/2026.

**BACKGROUND**

Council is required to prepare and adopt an annual Operational Plan as part of its suite of Financial Planning documents pursuant to sections 169 and 170 of the *Local Government Regulation 2012*.

**LINK TO CORPORATE PLAN**

Corporate Aim No. 5: Best Practice corporate governance and organisational excellence:

**BUDGET & RESOURCE CONSIDERATIONS**

As per annual budget processes.

**LEGAL CONSIDERATIONS**

*Local Government Act 2009 & Local Government Regulation 2012*

**POLICY IMPLICATIONS**

Nil

**CONSULTATION**

Please consult Council’s Community Engagement Policy in conjunction with the IAP2 Spectrum for guidance.

Consultation	Tick	Policy Consideration	Action
<b>No consultation required</b>	<input type="checkbox"/>	Consultation occurred as part of development of Corporate Plan in late 2024.	Click or tap here to enter text.
<b>Inform</b>	<input type="checkbox"/>		
<b>Consult</b>	<input checked="" type="checkbox"/>		
<b>Involve</b>	<input type="checkbox"/>		
<b>Collaborate</b>	<input type="checkbox"/>		
<b>Empower</b>	<input type="checkbox"/>		

**Report Prepared By:**

**Renee Bester**

**Date: 23 April 2025**

**Report Authorised By:**

**Mark Watt**

**Date: 23 April 2025**

**ATTACHMENTS**

Draft FY2025-2026 Operational Plan



ETHERIDGE  
SHIRE  
COUNCIL

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2025 - 2026

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OPERATIONAL PLAN

# Introduction

## Welcome from Mayor

Welcome to Council's 2024/25 Operational Plan.

The Operational Plan is an important document within Council's Strategic Planning Framework. Its purpose is to identify the specific actions and outcome Council wishes to achieve in the immediate 12 months, as part of our journey to achieving our stated Mission and Goals in our Corporate Plan.

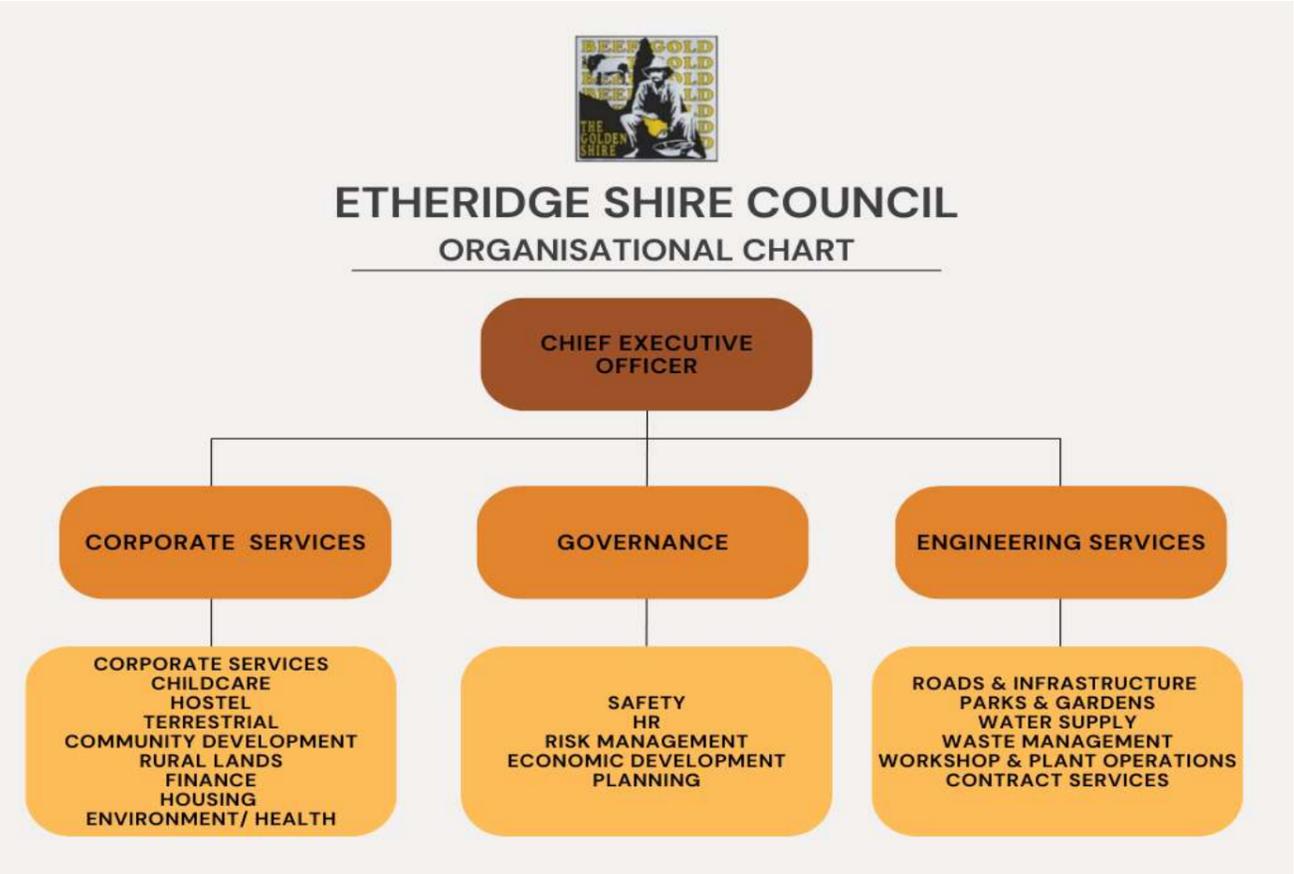
Council has developed its 2024/2025 Operational Plan in conjunction with its Annual Budget. It has also been heavily influenced by other key strategic planning documents such as:-

- Council's Long Term Financial Plan;
- Asset Management Plans
- Regional Plans (Queensland State Government NQ Regional Plan), NWQROC biosecurity Plan, others

As the Operational Plan "operationalizes" Council's medium to long-term corporate strategy, it guides Council's Management and staff in their day to day functions. To ensure Council's workforce deliver Council's desired strategy, the Chief Executive Officer is charged with the responsibility of providing a quarterly update on the Operational Plan's implementation. Each quarterly report is displayed on Council's website, as a "Score-card" on our performance.

I would therefore encourage Shire ratepayers, residents & other stakeholders to take an interest in our Journey Toward reaching our longer-term Strategic goals.

Cr Barry Hughes  
Mayor



**Corporate Aim No. 1: A Sustainable Transport Network That Meets Community Needs**

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

Strategies	Officer	Actions	Comp Date	KPI
An asset management strategy to support the monitoring, maintenance, replacement and enhancement of Council's road assets.	DES	Council's Road hierarchy and register of shire rural roads and town streets is complete		Updated road register
	DES	Have a list of Shovel ready roads project		
	DES	Develop and implement a shire roads intervention level policy		Policy adopted by Council and Implemented
	DES	Implement maintenance programs on Towns Streets		Program implemented
	DES	Implement maintenance programs on Rural Roads		Program implemented
	DES	Implement maintenance programs on bridges, floodway's, drainage etc.		Program implemented
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		AMP updated
	DES	Implement capital programs on Towns Streets		Program implemented
	DES	Implement capital programs on Rural Roads		Program implemented
	DES	Implement capital programs on bridges, floodways, drainage etc.		Program implemented
Lobby for adequate funding to enable the repair of the shire road network affected by natural disaster.	DES	Implement reinstatement program for NDRRA		Works are programmed and under budget
Work with regional groups and our communities to upgrade Local Roads of Regional Significance.	DES	Advocate at regional meetings and meet with government representatives at RRTG and Technical Committee		Attendance to regional FNQROC & FNQRRTG meetings

**Strategic Outcome: 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
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		Contract TMR works on track and under budget
	DES	Attend regional meetings and meet with government representatives to lobby for increased commitment to Main Roads Network		Attendance to FNQROC & FNQRRTG regional meetings
	DES	Create an audit of TMR infrastructure in the Shire (list of km of Gravel, single line bitumen and narrow/problem bridges)		Audit presented to Council
Continue to lobby to raise the national profile of the Georgetown to Forsyth, Kennedy, Gulf and Gregory Development Roads and Bridges and for additional funding for high priority widening and sealing.	DES	Implement TMR upgrade programs		TMR contracts awarded to Council and completed on time and within budget

**Strategic Outcome: There are Multiple Public Transport Options**

Strategies	Officer	Actions	Comp Date	KPI
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		Annual maintenance program implemented
	DCS	Funded airport depreciation for asset replacement		AMP updated
	DES	Implement capital program for airports		Program implemented
Advocate for improved airfield infrastructure and services.	DES	Attend regional meetings and meet with government representatives		Attendance at FNQRRTG regional meetings
Advocate for improved rail and bus services	CEO	Attend regional meetings and meet with government representatives		Attendance at FNQROC & NWQROC regional meetings

**Corporate Aim No. 2: A Sustainable Environment of Natural Assets, Water, Waste Water and Waste Management**

**Strategic Outcome: Best Practice Water and Waste Water Management**

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
An asset management strategy to support the monitoring, maintenance, replacement and enhancement of Council's water and waste water assets.	DES	Implement a water delivery review on an annual basis		Maintenance program developed and implemented
	DES	Implement maintenance programs for the water treatment plants		Maintenance program developed and implemented
	DES	Implement annual maintenance programs for the water networks		
	DES	Develop and implement a water and waste water intervention level policy		
	CEO	Service level review of department		Policy developed and presented to Council
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		AMP updated
	DES	Implement Capital programs for the water networks		Program developed and implemented
	DES	Forsyth Water Treatment Plant upgrade funding obtained		Upgrade Forsyth WTP operations
Water Reservoirs are operating and environmentally compliant	DES	Implement maintenance programs for the water reservoirs		Program developed and implemented
Lobby for adequate funding to enable the repair and maintenance of shire water and waste water network affected by natural disaster or other events	DES	Charleston Dam is completed and operational		Charleston Dam online and operational. Further that the Dam Regulator requirements are met.
	CEO	Attend regional meetings and meet with government representatives		Advocated at FNQROC & NWQROC regional meetings

**Strategic Outcome: Best Practice Waste Management**

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
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 and disposal programs at each town		Strategy presented to Council for adoption
	DCS	Funded depreciation for asset replacement		AMP updated
	DES	Implement the Regional Waste Strategy programs at each facility		Strategy is implemented and regular attendance at FNQWaste regional meetings.
	DCS	Effective education program and encourage recycling, reuse and reduction of community waste		Successful media campaign held
	DES	Investigate the opportunity for a regional recycling hub in Georgetown		
Waste transfer stations are operating and environmentally compliant	DES	Service Level review of department		Successful media campaign held
	DES	Mt Surprise and Einasleigh transfer station funding is obtained		

**Strategic Outcome: Best Practice Natural Environment and Pest Management**

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
Develop Council's Biosecurity Plan in consultation with landowners and other stakeholders to reduce the impact of existing and emerging pests.	DCS	Annually adopt and implement works program for biosecurity		Plan adopted by Council
	DCS	Service level review of department		
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		Advocated at FNQROC & NWQROC regional meetings

**Strategic Outcome: An Energy Efficient Shire**

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
Support of renewable energy & carbon reduction programs and Council's carbon footprint	CEO	Identify the current status of Council's renewable energy portfolio		Council Status recognised
	CEO	Attend regional meetings and meet with government and industry representatives		Attendance at FNQROC Climate Resilience Waste regional meetings

**Strategic Outcome: Industry has Sustainable Environmental Practices**

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
Companies and industries are environmentally compliant	CEO	Attend regional meetings and meet with government and industry representatives		Advocated at regional meetings

**Corporate Aim No. 3: A Diversified Economic Development Ensures a Prosperous Shire**

**Strategic Outcome: A Variety of Land and Housing Options for the Community**

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
Maintain a compliant planning scheme that supports the future development of our shire	DCS	Implement the planning scheme		Planning applications processed
	DCS	Review and update planning scheme		Plan review and presented to Council
Review and update the asset management strategy to support the monitoring, maintenance, replacement and enhancement of Council's housing stock	DES	Implement capital plans and maintenance programs for Council housing		Maintenance program implemented
	DES	Review strategic maintenance for Council housing		
	DCS	Funded depreciation for asset replacement		AMP updated
Advocating for the release of State Land for future development across the shire	CEO	Planning and design for industrial Subdivisions		Successful media campaign held
	CEO	Planning for land development		
	CEO	Promote residential, rural residential and industrial subdivisions throughout shire as land become available and demand increases.		Successful media campaign held

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

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
Facilitate the development and marketing of a distinctive regional image.	CEO	Review and update shire marketing image		Strategy developed and adopted by Council
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		Plan developed and adopted by Council
	CEO	Area Promotion		Successful Media Campaign Held
	CEO	Review the TerrEstrial VIC Business Plan, with a view to identify latent opportunities and extending the tourist experience to include interactive activities.		Business case developed and adopted by Council
Support skills development (youth, business, industry)	DCS	Develop and implement a community skills development program		Program implemented
Career pathway and employment opportunities for youth	DCS			
Improve business and policy outcomes to support local businesses	DCS	Review procurement policy and monitor the outcomes		Outcome report presented to Council for consideration
	DCS	Investigate the opportunity for additional local business, including retail		
Advocate for the development of the Etheridge Agriculture Precinct and associated agricultural industries	CEO	Attend regional meetings and meet with government and industry representatives		Attendance at FNROQ & NWQROC regional meetings

**Strategic Outcome: Large scale projects provide a legacy for our communities**

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
Companies of large-scale projects operate with a suitable social licence to our community	CEO	Develop plans to work with projects identified by the Coordinator General		
Large-scale projects provide long term benefits to our community	CEO	Develop plans for future land development, required for large scale projects.		

**Corporate Aim No. 4: Quality Social Infrastructure Makes the Shire a Desirable Place to Live**

**Strategic Outcome: An Active Community with a Variety of Recreational Activities**

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
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		Program developed and implemented
	DES	Maintain the public conveniences		Facilities meet expectations
	DES	Maintain the Shire's Cemeteries.		Facilities meet expectations
	DES	Maintain Swimming Pool as a safe and attractive venue.		Facilities meet expectations
Establishment suitable recreational activities/facilities at water reservoirs	CEO	Construct recreation facilities at Charleston Dam to encourage activity based tourism.		Project 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.		Attendance at FNROC & NWQROC regional meetings
Enhance and improve the aesthetics of each town.	DES	Review and implement Georgetown beautification plan		Project approved and underway
	DES	Review beautification plans for Einasleigh, Forsayth and Mt Surprise		Plan presented to Council for consideration
Advocate for funding for additional sport and recreation infrastructure.	CEO	Review Council's sport and recreation long term plan		Status of current plan considered and reviewed
	CEO	Attend regional meetings and meet with government and industry representatives		Attendance at FNROC & NWQROC regional meetings

**Strategic Outcome: An Invigorated Community with a Variety of Multi-Aged Services**

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
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		Program developed and implemented
	CEO	Advocate to State and Federal Governments, supporting residents to address social inequity, disadvantage, livelihoods and general well-being.		Attendance at FNQROC & NWQROC regional meetings
	CEO	Partner with state government agencies to improve social conditions and liveability.		Attendance at FNQROC & NWQROC regional 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'		Current strategy review and updated
	DCS	Review and implement strategies for an efficient operation of the childcare business, including after school care		Current strategy review and updated
	DCS	Review and implement strategies for youth programs for leadership, recreation, entertainment and healthy socialization		Current strategy review and updated
	DCS	Review and implement strategies for an efficient operation of programs for seniors		Current strategy review and updated
Construct care facilities to retain citizens in the community.	DCS	Develop plans to build aged care facilities.		Completion
	DCS	Develop plans to build special care facilities.		Overall strategy developed for Consideration
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.		Attendance to regional 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		Attendance to meetings
Advocate for sufficient policing and emergency service facilities	CEO	Meet with government representatives		Attendance to DDMG meetings

**Strategic Outcome: A Culturally Aware Community**

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
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		Program developed and implemented
Provide libraries, as learning and information centres	DCS	Review and implement strategies for library service		Strategy is reviewed and implemented
Engage with and support local arts and cultural groups.	DCS	Review and implement strategies for engaging with arts and cultural groups		Strategy is reviewed and implemented
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		Community assistance policy is reviewed and implemented
Encourage local historians to preserve and promote local history and heritage.	DCS	Support important social milestones on appropriate anniversary dates.		Community calendar of events is developed and supported

**Strategic Outcome: A Variety of Modern Communication Mechanisms Available for the Whole Shire**

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>
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.		Plan is developed and Implemented
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.		Services are operational
	DCS	Assist a commercial entity to introduce local radio services.		Options are considered and implemented

**Corporate Aim No. 5: Best Practice Corporate Governance and Organisational Excellence**

**Strategic Outcome: Effective Communication Between Council and the Community and cross the Community**

Strategies	Officer	Actions	Comp Date	KPI
Using appropriate media, promote civil and respectful discussion and participation in relevant issues.	CEO	Branding of Shire		Delegations from the monthly Council meetings
Disseminate accurate and relevant information within the organization, the community and other relevant audiences.	CEO	Review of Council communication mechanisms		Opportunities to attend regional meeting is given
Review the current practice of holding consultation meetings throughout the Shire and distribution of newsletter 'Inform' to maximise effective community engagement.	CEO	Conduct community engagement programs		Organisational structure is reviewed
Council will embrace exceptional customer service, valuing staff and promoting ethical standards of practice, supported by clear policies and strategies	CEO	Review and implement strategies for an efficient operation of Council customer service sections		

**Strategic Outcome: Council Operations Support Quality Service Provision and Good Governance**

Strategies	Officer	Actions	Comp Date	KPI
Ensure the transparency of Council's administration 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		AMP updated
	DCS	Review and implement strategies for an efficient operation of Council's internet and internal technology capabilities.		Local Law, policies and procedures are reviewed on a regular basis for compliance
	DCS	Review and implement a fair and equitable rating system		Attendance to regional meetings
Pursue opportunities for external income sources to enhance financial capacity beyond traditional methods	CEO	Review Council's strategies / operations to reduce costs to Council		Strategic data is collected
Ensure the efficiency of procurement and stores activity.	DCS	Review and implement strategies for an efficient operation of the procurement and stores sections		
Ensure the efficiency of depot and engineering administration	CEO	Review and implement strategies for an efficient operation of Councils depot and engineering sections		Media channel are used to promote Council operations
	DES	Effective works program to better utilize alignments between all funding.		Current communication processes are reviewed and report to Council for consideration
Maintain a profitable fleet business and manage contractor hire arrangements.	DES	Review and implement strategies for an efficient operation of Council's Plant Fleet		Item is raised at every Council meeting to ensure compliance
	DES	Review and implement strategies for efficient use of contractors		
	DES	Develop a Plant Replacement and upgrade schedule and maintain the operational capacity of plant.		Number of issues raised

**Strategic Outcome: Council Provides Community Leadership Through Financial Sustainability and an Open and Accountable Governance**

Strategies	Officer	Actions	Comp Date	KPI
Expect 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.		Organisational structure is reviewed
	CEO	Ensure the administration of the region is governed through open and transparent decision-making and reporting processes.		Meetings and legislative requirements are met
	DCS	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for Corporate Assets		AMP is updated
	DCS	Maintain compliance with legislation, local laws, policies		Local Laws, policies and procedures are reviewed on a regular basis for compliance
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		Attendance to regional meetings
	CEO	Build the Council's data analytic capability.		Statistical data is collected
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.	CEO	Review and implement Council's strategic plans		Delegations from the monthly Council meetings
	CEO	Attend local and regional meetings with community, government and industry representatives		Opportunities to attend regional meeting is given

**Strategic Outcome: Desirable Staffing Balance that Reflects Council and Community Expectations**

Strategies	Officer	Actions	Comp Date	KPI
Develop, review and implement a staffing strategy to the efficiency of Council operations	CEO	Review and implement strategies to increase the capacity of Council		As part of the organisational review.
Council processes, service levels and use of technology provide an efficient use of resources.	CEO	Service Level review of department		
	CEO	Investigate the use of technology to improve council systems		
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		The current process for customer requests and complaints is review and any outcome is presented to Council for consideration

**Strategic Outcome: Council is Effective in Attracting and Retaining Qualified, Experienced and Committed Staff**

Strategies	Officer	Actions	Comp Date	KPI
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
	CEO	Review and implement strategies for an efficient training and development programs		A training needs analysis is developed
	CEO	Review and implement strategies for an efficient management development programs		
Implement effective HRM strategy throughout the organisation.	CEO	Review HRM practice for Council.		An annual review is undertaken of current practices
Develop and implement organisation well-being programs.	CEO	Well-being program is part of a HRM review.		An annual review is undertaken of current practices
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.		Annual review is favourable and incidents are minimised

**Strategic Outcome: Council is Effective in Planning, Preparing and Responding to Natural Disasters**

Strategies	Officer	Actions	Comp Date	KPI
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).		Review is undertaken and outcomes are reported to Council for their consideration
Maintain a compliant, resourced disaster management plan	CEO	Review and update disaster management plan		Report to Council on options of gaining additional revenue sources