



FLINDERS SHIRE COUNCIL

Operational Plan 2018 - 2019

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2018 - 2019	17 July 2018 21 August 2018	2058 2117	R18/3034
2018 - 2019 Quarter 1 Reporting			
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2018 - 2019 Quarter 3 Reporting			
2018 - 2019 Quarter 4 Reporting			

Discovery • Opportunity • Lifestyle



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LEGISLATION

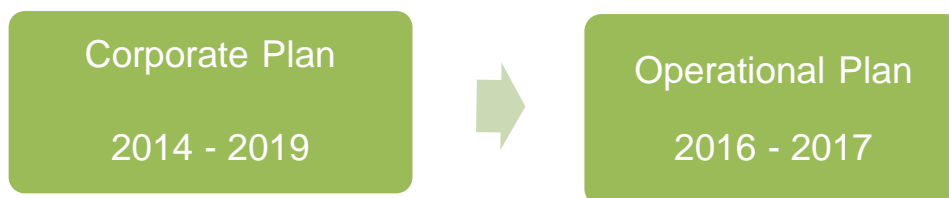
Under section 104(5) of the *Local Government Act 2009*, Council must adopt an Operational Plan each financial year. This plan sets out the work Council plans to do to contribute to the Corporate Plan 2014-2019. Council may amend the Operational Plan at any time by resolution. Council must discharge responsibilities in a way consistent with its Annual Operational Plan. Council must monitor progress against its Operational Plan and present updates to Council at least quarterly.

The *Local Government Regulation 2012* (section 175) states that the Operational Plan must:

- Be consistent with it’s Annual Budget
- State how the local government progress the implementation of the Corporate Plan
- Manage Operational Risks

OPERATIONAL PLANNING

Council’s Corporate Plan 2014-2019 is a five year plan which outlines how Council will progress.



The Operational Plan 2018-2019 is an important part of Council’s strategic planning. The activities and projects in the Operational Plan 2018-2019 are funded from the annual budget. This plan is based around the outcomes and strategies in the Flinders Shire Council Corporate Plan and has been developed alongside the development of the 2018-2019 budgets. This plan includes capital projects which are also monitored through the capital expenditure program.

This plan highlights what Council plan to deliver in the 2018-2019 financial year, towards achievement of the long term objectives and outcomes stated in the Corporate Plan. The Operational Plan is not intended to include every activity Council undertakes, in that many of the standard operations or initiatives of Council support the delivery of the Corporate Plan. The intention of the Operational Plan is to highlight the key projects planned for 2018-2019 which will specifically progress the implementation of the Corporate Plan 2014-2019.

MANAGING RISK

Council has a comprehensive Enterprise Risk Management Framework which sets out how Council manages its risks. Council maintains risk registers for strategic, operational and activity level risks and these are reviewed and updated quarterly before being approved by Council. In developing the Operational Plan, managers were asked to consider operational risks and what actions were needed to address these risks. Accordingly, the projects in the 2018-2019 Operational Plan address a broad number of Council’s Operational Risks.

COUNCIL’S COMMERCIAL BUSINESS UNITS

The *Local Government Regulation 2012* requires Council to include an annual performance plan for each commercial business unit. Council does not operate any commercial business units.

MONITORING IMPLEMENTATION OF THIS PLAN

Under section 104(7) Council must carry out a review of the implementation of the Operational Plan annually. The Operational Plan will be monitored and quarterly reports on the progress against this plan will be presented to Council. These reports will provide an update on progress with the implementation of the projects within the plan.

The Flinders Shire Operational Plan for 2018-2019 is an important element in the overall strategic planning framework. This plan links relevant operational activities scheduled for the 2018-2019 period straight to the actions outlined in the 5 year Corporate Plan. These are all aimed at helping Council achieve the vision for the future of the Flinders Shire.

The Operational Plan 2018-2019 shows a range of strategies, outcomes, activities and targets grouped within five guiding principles. These guiding principles from the Corporate Plan, as listed below are reflected across into the structure of the Operational Plan.

DELIVERING THE PRIORITIES

The Flinders Shire Council's Operational Plan is a key plan for the Shire. It translates our priorities and services, set out in our five year Corporate Plan, into measurable actions for the financial year. Progress is reported to the council and the community quarterly and is available on our website.

Reporting over the four quarters of the financial year provides us with the opportunity to respond more effectively to significant changes in our operating environment: Social, Economic, Environmental, Workplace Health and Safety, Public Safety or internal changes that affect our organisation's capacity to deliver on these actions.

Status Legend: Colour coded is indicative of the progress of each action

Performance Report Progress Legend		
	Complete	The Activity, key performance or milestone has been achieved
	On Target	The Activity, key performance indicator or milestone is either achieving target or within the defined target range. Generally there will be no significant issues to report at this level
	Monitor	The Activity, key performance indicator or milestone is progressing however needs to be monitored as it is currently not achieving the target
	Requires Action	The activity, key performance indicator or milestone is not reaching its target and requires action or active management
	On Hold	The Activity, key performance indicator or milestone or the management comment may explain that the activity, key performance indicator or milestone has not been achieved due to extenuating circumstances, for example unseasonable weather disrupting works or funding not received from an external source

PROJECTS AND PERFORMANCE INDICATORS

This section outlines the key projects and key performance indicators that Council has identified for the 2018-2019 financial year. These are in response to the following priority focus areas as outlined in the 2014-2019 Corporate Plan:

- **Our Environment** – We will provide stewardship to maintain, protect and enhance our natural environment whilst supporting new and existing industries.
- **Our Resources** – We will encourage sustainable resource utilisation by providing support to businesses and their associated industries.
- **Our Community** – We will work with our community to provide an appealing lifestyle with the available resources to build a healthy, happy and caring community.
- **Our Economy** – We will approach all business aspects of the Shire in a manner that promotes growth and sustainability to achieve the best possible outcome.
- **Our Infrastructure** – We will aim to continuously improve products, services and processes through sustainable management of Council's core assets.
- **Our Governance** – We will work as a team and act with pride, accountability, transparency and integrity to deliver services to our residents.

OUR ENVIRONMENT

Outcome:

We will provide stewardship to maintain, protect and enhance our natural environment whilst supporting new and existing industries.

Community Outcomes

- Bore Capping Scheme Complete
- Engage with and advocate on behalf of industry proponents
- Funding secured to conduct waste recycling
- Targeted preservation of Identified Eco Systems
- Establishment of effective education on identification and preservation of identified Eco Systems
- Review and Implement Pest Management plan
- Planning decisions reflect Economic, Social and Environmental Impacts
- Environmental Awareness and Practices are adopted by community
- Continued access to good quality artesian water

LINK C/P	LINK BUDGET	ACTIVITY	TARGET	RESPONSIBILITY	QUARTER 1 (JUL, AUG, SEPT)	QUARTER 2 (OCT, NOV, DEC)	QUARTER 3 (JAN, FEB, MAR)	QUARTER 4 (APR, MAY, JUNE)
1.1 COMMUNITY PRIORITY: PROTECTION OF THE GREAT ARTESIAN BASIN								
1.1.1	Reporting Only	Report 6 monthly to Council and the Community on progress with the Bore Capping Scheme	2 reports per year	Councillor Representative Cr. Bode				
1.1.2	Reporting Only	Artesian Water Access rights and water quality maintained	Shire Water Allocation	Councillor Representative Cr. Bode				
1.1.3	Reporting Only	Lobby for lower license costs for Great Artesian Basin (GAB) Bore Users	Continue to Lobby	CEO				
1.2 COMMUNITY PRIORITY: FLINDERS SHIRE IS RECOGNISED AS A RENEWABLE ENERGY HUB								
1.2.1	Reporting Only	Report to Council and the Community on the installation of new renewable energy sources within the Council area	4 Reports per year	CEO				
1.3 COMMUNITY PRIORITY: BEST PRACTICE WASTE MANAGEMENT AND RECYCLING								
1.3.1	Reporting Only	Investigate and access funding sources for identified recycling activities	Number of funding sources identified	EHO				
1.3.2	CWP W2314	Construct a new cell at Hughenden Waste Management Facility	Construction of New Cell	DOE	100% Complete	100% Complete	100% Complete	100% Complete
1.4 COMMUNITY PRIORITY: ECOLOGICAL SYSTEMS ARE PROTECTED								
1.4.1	Reporting Only	Staff are trained to effectively manage, protect and conserve our natural environment	100% of Relevant Staff Trained	EHO				
1.5 COMMUNITY PRIORITY: ONGOING CONTROL OF INVASIVE PEST ANIMALS AND PLANTS								
1.5.1a	Reporting Only	Complete review of the Biosecurity Plan with Community Consultation	100% Plan Reviewed	RSM	100% Complete	100% Complete	100% Complete	100% Complete
1.5.1b	Reporting Only	Adoption of the Biosecurity Plan	100 % Plan Adopted	RSM	100% Complete	100% Complete	100% Complete to be reviewed by June 2018.	
1.5.1c	Reporting Only	Implementation of Biosecurity Plan	100% Implementation	RSM				
1.5.2a	GWP W3272	Implementation of Good Neighbour Program	100% Implementation of GNP	RSM				

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1.5.2b	GWP W3272	Develop GNP Policy for own reserves, roads and railway	GNP Policy is developed	RSM	100% Completed	100% Completed	100% Complete	100% Complete
1.5.2c	Reporting Only	Continue to lobby State and Federal Government for Support	Identified Government Support	RSM				
1.5.2c	Reporting Only	Council will lobby government and relevant Agencies for support	Government Support	RSM				
1.5.3	Reporting Only	Complete Mapping of Noxious Weeds on Council Reserves and implementation of a management plan and continued control of pest on Council Reserves working towards eradication.	Implementation of Control Program	RSM				
1.5.4a	W1543	Review Wild Dog Management Plan	100% Plan Reviewed	RSM				
1.5.4b	W2332	Biannual Aerial and Onground Baiting Program	Continued Control of Wild Dogs	RSM	No schedule Baiting Program		No schedule Baiting Program	
1.5.4c	Reporting Only	Wild Dog Trapper	Continued Control of Wild Dogs	RSM				
1.5.4.d	19157.8405.555 Plant Purchases	Construction Of 1080 Baiting Trailer	Continued Control of Wild Dogs	RSM				
1.5.5	Reporting Only	Individual Biosecurity Plans for all Council agisted reserves to meet Bovine Johnes Disease (BJD) requirements for entry into the Northern Territory	Maintain BJD Status of 6	RSM	100% Complete	100% Complete	100% Complete	100% Complete
1.5.6a	Reporting Only	Development of a policy and procedure for the continued eradication of noxious weeds on Council local roads.	Development of Policy and Procedure	DOE				
1.5.6b	Reporting Only	Implementation of a regular spraying/control program on Council local roads	Implementation of Control Program	DOE				
1.6 COMMUNITY PRIORITY: SUSTAINABLE DEVELOPMENT								
1.6.1	Reporting Only	Planning Scheme is adopted	100% Plan Adopted	CEO	New Town Plan commenced 02 October 2017. 100% Complete	100% Complete	100% Complete	100% Complete

1.7 COMMUNITY PRIORITY: FLINDERS SHIRE IS A COMMUNITY WITH STRONG ENVIRONMENTAL VALUES

1.7.1	Reporting Only	Improved Community Environmental Consciousness • Council will improve the knowledge of environmental standards within the community	Information made available to public on environmental issues	EHO				
1.7.2	Reporting Only	Reporting on Council Landfill Usage	Traffic Numbers PA	EHO				

1.8 COMMUNITY PRIORITY: ENVIRONMENTAL MANAGEMENT

1.8.1a	CWP W2449	Flinders River Bank Stabilisation • Erosion Control Works in Hughenden	100% Completion of Project	DOE				
1.8.1b	CWP W2449	Flinders River Bank Stabilisation • Erosion Control Works at the Hughenden Golf Club	100% Completion of Project	DOE	100% Complete	100% Complete	100% Complete	100% Complete

OUR RESOURCES

Outcome:

We will encourage sustainable resource utilisation by providing support to businesses and their associated industries

Community Outcomes

- Irrigation Farms are established
- Off River Storage Established
- Effective demand management systems in place
- Council, Resource Developers and Land Holders are practising Sustainable Land Management

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2.1 COMMUNITY PRIORITY: A SUSTAINABLE IRRIGATION INDUSTRY HAS BEEN DEVELOPED								
2.1.1	Reporting Only	Irrigation Project is continuing	Allocated Surface Water Identified	CEO				
2.1.2	Reporting Only	Review of the role of Flinders River Agricultural Precinct (FRAP)	December 2018	CEO				
2.1.3	W3405	Complete alluvial bore construction and determine the size of the bore field	Spetember 2018	DOE				
2.2 COMMUNITY PRIORITY: LOCAL AND REGIONAL WATER SUPPLIES ARE SECURE								
2.2.1	GWP W2197	Off River Water Storages have been identified	100 % Study Completed	CEO				
2.2.2a	W1256	Develop and Implement an effective (Hughenden) Town Water Demand Management Strategy	100% Strategy Developed	DOE	100% Complete	100% Complete	100% Complete	100% Complete
2.2.2b	Reporting Only	Renewal program of selected water facilities	Renewal Program Implemented	DOE				
2.2.2c	Reporting Only	Upgrade of Water Pumping Facilities	100% of upgrade completed	DOE	100% Complete	100% Complete	100% Complete	100% Complete
2.2.3	W3410	Develop and Implement an effective (Prairie & Torrens Creek) Town Water Demand Management Strategy including alternative watering facilities for Stock	100% Strategy Developed	DOE				
2.3 COMMUNITY PRIORITY: BEST PRACTICE LAND MANAGEMENT								
2.3.1	Reporting Only	Review Council Stock Routes Operational Plan	100% of Plan reviewed	RSM				
2.3.1	Reporting Only	Review the Stock Routes Water Facilities Agreements	100% Agreements Reviewed	RSM				
2.3.1	Reporting Only	Mange the Stock Routes Water Facilities	Compliance with Permits	RSM				

OUR COMMUNITY

Outcome:

We will work with our community to provide an appealing lifestyle with the available resources to build a healthy, happy and caring community.

Community Outcomes

- Funding secured and approved for Recreational Lake Project
- Existing Health services are maintained / Increased in line with growth and need
- Multipurpose Health Centre (MPHS) is established
- Development of Short Term Accommodation/Motels/Units that meets established needs
- Development of Long Term Accommodation/Housing that meets established needs
- An Accessibility Audit is completed
- Existing community Care Services are maintained and improved
- Hughenden Centre for the Aged is in Operation
- Hughenden Shire Council Sport and Recreational Plan reviewed and implemented
- Well Coordinated and Successful Community Events
- Local Public Transport Services are maintained
- Community Open Spaces Master Plan is developed and Implemented
- Encouragement of Strategy establishment for community to improve dwelling and business appeal
- Maintain existing Educational Opportunities for the Whole Shire
- Council provides Scholarships, Traineeships and Apprenticeships
- Level of Police Servicing is maintained
- Disaster Management is maintained and actioned
- Emergency Services Members increased and facilities maintained
- Hughenden Showgrounds Masterplan reviewed and implemented
- Flinders Shire Council facilities maintained in accordance with Shire Asset Management Plan
- Arts and Cultural Centre Needs Analysis outcomes implemented

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3.1 COMMUNITY PRIORITY: ESTABLISHMENT OF A RECREATIONAL LAKE								
3.1.1a	Reporting Only	Establish funding sources for the Recreational Lake Project	Funding Applied for	CSM	100% Complete	100% Complete	100% Complete	100% Complete
3.1.1b	Reporting Only	External Project Management	100% Project Plan Completed	DOE				
3.1.1c	CWP W2483	Construction of the Recreational Lake to be completed by 2019	100% of Construction	CEO / DOE / CSM				
3.1.1d	Reporting Only	Effective Water Management Program developed	100% Water Management Plan Completed	DOE				
3.2 COMMUNITY PRIORITY: A HEALTH SYSTEM THAT MEETS THE NEEDS OF THE COMMUNITY								
3.2.1a	Reporting Only	Engage with Health Service providers to ensure services are maintained / increased to meet community needs	Quarterly Report from Council	Mayor				
3.2.1b	Reporting Only	Telehealth Services are introduced	Quarterly Report from Council	Mayor				
3.2.1c	Reporting Only	Increased services are available at Hughenden MPHS	Quarterly Report from Council	Mayor				
3.2.1d	Reporting Only	Lobby Qld Health in establishment of a two Doctor practice in Flinders Shire	Quarterly Report from Council	Mayor				

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3.2.1e	Reporting Only	Maintain Aged Care and Disability Services	Quarterly Report from Council	CCM				
3.2.1f	Reporting Only	External Partnerships with Allied Health Services	Improve Services	Mayor / CCM				
3.2.1g	Reporting Only	External Partnerships with Specialised Health Services	Improve Services	Mayor / CSM / CCM / EHO				
3.2.1h		Lobbying for changes to Funding Model NDIS	Continue to Lobby	CCM				
3.3 COMMUNITY PRIORITY: THE ACCOMMODATION NEEDS OF THE COMMUNITY ARE MET								
3.3.1	Reporting Only	Investigate suitable site for Short Term Camps with view to transfer to permanent housing	Site to be Identified	EHO	100% Complete	100% Complete	100% Complete	100% Complete
3.3.2a	Reporting Only	Monitor and identify Long term Accommodation of the future industry	Housing Study Completed	EHO	100% Complete	100% Complete	100% Complete	100% Complete
3.3.2b	Reporting Only	Ensure Planning Scheme effectively promotes appropriate accommodation development	Quarterly Report on Planning Scheme submitted	EHO	New Planning Scheme Adopted 100% Complete	100% Complete	100% Complete	100% Complete
3.4 COMMUNITY PRIORITY: AN ACCESSIBLE COMMUNITY								
3.4.1	Reporting Only	All Community Facilities have disabled access	Accessibility Audit Completed	DOE	100% Complete	100% Complete	100% Complete	100% Complete
3.4.2	Reporting Only	Audit and Design disabled access to Local Business Houses	Audit to be complete and funding identified	DOE				
3.5 COMMUNITY PRIORITY: AGED FACILITIES AND SERVICES TO MEET COMMUNITY NEEDS								
3.5.1	Reporting Only	Deliver services to eligible clients as prescribed by funding bodies	Maintain Accreditation	CCM				
3.5.2	Reporting Only	Manage Aged Persons Accommodation Facilities	Budget spending within 10%	CCM				
3.6 COMMUNITY PRIORITY: RECREATIONAL SERVICES MEET THE NEEDS OF THE COMMUNITY								
3.6.1	GWP W3415	Complete revision, of a Shire Sport and Recreational Plan	100% reviewed	CSM	100% Complete	100% Complete	100% Complete	100% Complete
3.7 COMMUNITY PRIORITY: A VIBRANT ACTIVE COMMUNITY								
3.7.1	GWP W2517	Support Community groups with Donations	Identified Donations	CSM				
3.7.1	GWP W2518	Support Community Groups with Sponsorship	Identified Sponsorships	CSM				
3.7.1	Reporting Only	Assist and Support Community Groups in running Community Events	Grants Identified to assist Community	CSM				

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3.8 PUBLIC TRANSPORT MEETS COMMUNITY NEEDS								
3.8.1	Reporting Only	A suitable public transport service is in operation	Maintain Current Number of Services	CSM				
3.9 COMMUNITY PRIORITY: VISUALLY APPEALING AND WELL PRESENTED TOWNS								
3.9.1	GWP W3415	Review Open Spaces Master Planning Report	100% reviewed	CSM	100% Complete	100% Complete	100% Complete	100% Complete
3.9.2		Develop a Council Street Appeal Strategy	100 % Strategy Developed	CSM				
3.9.1a	W3384	Robert Gray Memorial Park – Eco Walk	June 2019	DOE				
3.9.1b	W3613	Robert Gray Memorial Park – Pedestrian Lighting	December 2018	DEO				
3.10 COMMUNITY PRIORITY: FULL RANGE OF EDUCATION OPPORTUNITIES TO MEET THE NEEDS OF THE COMMUNITY								
3.10.1	Reporting Only	Monitor the level of Educational opportunities in the Shire and engage with service providers to ensure services are maintained and meet community needs. Council will support all industry training opportunities	Identify additional services available	Councillor Representative Mayor / Cr. Downie / Cr. Carter				
3.10.2a	Reporting Only	Maintain funding of Council's commitment to the provision of Scholarships, traineeships and apprenticeships	Identified number of positions and budget allocation across the board	HR				
3.10.2b	Reporting Only	Initiate innovative opportunities to develop Young Business People in Hughenden for the future	Identify Opportunities	Councillor Representative Mayor / Cr. Downie / Cr. Carter				
3.11 COMMUNITY PRIORITY: A SAFE AND PREPARED COMMUNITY								
3.11.1a	Reporting Only	Council to engage with the Queensland Police Service to ensure permanent personnel numbers are maintained at all times.	5 permanent Personnel	Councillor Representative				
3.11.1b	Reporting Only	Council will engage with QPS and Health Services in regards to Drug/Alcohol and Domestic Violence Issues	Identify additional services available	Councillor Representative				
3.11.2	Reporting Only	Ongoing Review, Update and Test Disaster Management Plan as required	Report on DM Testing and Annual Review	EHO				
3.11.3	Reporting Only	Develop and Implement strategies to support Emergency Service Volunteers	50% Strategy Development	CEO / EHO				

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3.11.4a	W2513	Flood Monitoring System • Installation of equipment in Flinders River in time for 2016/2017 Flood Season	Installation of Equipment	DOE	100% Complete	100% Complete	100% Complete	100% Complete
3.11.4b	W2513	Flood Monitoring System • Continual Monitoring and Maintenance of Council's Flood Monitoring System	Monitoring and Maintenance of System	DOE				
3.11.5	CWP W3614	CCTV cameras for Council and Public Facilities	CCTV Camera's to be installed	DOE				
3.12 COMMUNITY PRIORITY: COMMUNITY FACILITIES THAT MEET THE NEEDS OF THE COMMUNITY								
3.12.1a	Reporting Only	Continual Implementation and Review of the Hughenden Showgrounds Master Plan	Identified Development	CSM				
3.12.1b	Reporting Only	Continual review of the Maintenance of the Hughenden Showgrounds	Updated Maintenance Plan	DOE				
3.12.1c	Reporting Only	Investigate establishment of Caretaker at the Hughenden Showgrounds	Caretaker appointed	CSM / DOE	100% Complete	100% Complete	100% Complete	100% Complete
3.12.1d	W3434	Flinders Sports Ground - Lighting	September 2018					
3.12.2a	Reporting Only	Continued maintenance of the Hughenden Memorial Swimming Pool	Budget performance	EHO				
3.12.2b	Capital Expenditure	Strategies are developed to address Water Overflow Issues at the Hughenden Memorial Swimming Pool	Strategies Identified	DOE	100% Complete	100% Complete	100% Complete	100% Complete
3.12.2c	W3679	Hughenden Aquatic Centre – Pool Design	December 2018	DOE				
3.12.3	GWP W3253	Operation of Water Main Replacement Program	Report on Program - % completed	DOE				
3.12.3	GWP W3413	Operation of Building Maintenance Program	Completion of Annual Maintenance Program	DOE				
3.12.4		Library Development Plan	Library Development Plan to be completed	CSM				

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3.12.5	CWP W3556	Update Register of Leases, Licence to Occupy and User Agreements have been developed and is reviewed quarterly	Quarterly Review of Registers	CSM				
3.12.6	Reporting Only	Main Street (Brodie Street) Free Wifi	Installation of Free Wifi services	DOE / FM				
3.12.6a	W3614	Brodie Street – CCTV & Pedestrian Lighting	December 2018	DOE				
3.12.6b	W3540	Brodie Street - Landscaping	December 2018	DOE				
3.12.7a	Various	Digger Entertainment Centre Upgrades (Various)	June 2019	DOE				
3.12.8	Reporting Only	Grand Hotel – Conservation Management Plan – Building Safety	June 2019	DOE				
3.13 COMMUNITY PRIORITY: A COMMUNITY THAT VALUES ART, CULTURE AND HISTORY								
3.13.1	GWP W3277 W3413	Create and Develop Plan for an Arts and Cultural Centre	100% Plan Developed	CSM				
3.13.2	Reporting Only	Develop Staged Concept Plan for Arts and Cultural Centre	Community Consultations Meetings held	CSM				
3.14 COMMUNITY PRIORITY: AN ACTIVE AND CONNECTED YOUTH COMMUNITY								
3.14.1	GWP W3414	Council runs selected youth activities to connect with Flinders Shire youth	Number of activities run annually <4	CSM				
3.15 COMMUNITY PRIORITY: MEDIA								
3.15.1	Reporting Only	Connection through Social Media	Number of Post Engagements	CSM				
3.15.2	Reporting Only	Distribution of Information and Achievements through Media Releases	Number of Media stories Released	CSM				
3.15.3	Reporting Only	Develop a Community Engagement Plan	Develop and Implement Plan	CSM / Councillor Representative				

OUR ECONOMY

Outcome:

We will approach all business aspects of the Shire in a manner that promotes growth and sustainability to achieve the best possible outcome

Community Outcomes

- Partnerships with large industry groups are developed and maintained
- Development and support of existing, new and alternative businesses and industries
- Land available to meet a variety of needs
- Upgrade Rail Network
- Airport Facility meets the needs of the Community
- Tourism Development Plan reviewed and Implemented

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4.1 COMMUNITY PRIORITY: BUSINESS GROWTH AND DEVELOPMENT								
4.1.1	Reporting Only	Maintain relations with Private and Government Sector Industry representatives	Number of people employed in Shire Identified	CEO				
4.1.2	Reporting Only	Review Business Investment prospectus	100% Plan Developed	CEO				
4.1.3	Reporting Only	Manage Council Business Activities to maintain the delivery of benefits or financial return of the Community	% of Total Local Procurement	FM / CEO				
4.1.4a	Reporting Only	Support the development of Meat Processing Facility in Flinders Shire	Quarterly report on development	CEO				
4.1.4b	Reporting Only	Direct support of Prospective Investors	Quarterly report on development	Councillor Representative / CEO				
4.1.5a	TBD	Stage 1 Heavy Industrial Estate – Purchase Land	December 2018	CEO				
4.1.5b	TBD	Stage 2 Medium Industrial Estate – Planning & Construction	December 2018	CEO				
4.1.5c	TBD	State 2 Medium Industrial Estate Funding Application	September 2018	DOE				
4.1.5d	TBD	State 2 Medium Industrial Estate Complete Construction	December 2019	DOE				
4.2 COMMUNITY PRIORITY: GROWTH AT A SUSTAINABLE LEVEL HAS INCREASED THE SHIRE POPULATION								
4.2.1	Reporting Only	Be Pro-active in recognising significant population growth in the longer term	Population of Shire Identified	CEO				
4.3 COMMUNITY PRIORITY: QUALITY TRANSPORT INFRASTRUCTURE FACILITATES ECONOMIC DEVELOPMENT								
4.3.1a	Reporting Only	Upgrade Rail Network - Lobby Government for funding to upgrade Rail Network	Identify funding made available	Councillor Representative				
4.3.1b	Reporting Only	Ensure State Government funding is secured for maintaining of the services of the East West Line	Services are continued	Councillor Representative				

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4.3.2	CWP W2131 W3572 W3597	Continued development of the Hughenden Airport Upgrade – Airport Security Fence	100% of Project finished	DOE				
4.3.2a	TBD	Hughenden Airport Terminal Building Upgrade	June 2018	DOE				
4.4 COMMUNITY PRIORITY: INCREASE TOURISM NUMBERS BY 25% BY 2020								
4.4.1	W3523	Review Tourism Development Plan	100% Reviewed and Adopted	CSM	100% Complete	100% Complete	100% Complete	100% Complete
4.4.2	GWP W3277	Develop Flinders Discovery Development Plan	100% Plan Developed and Adopted	CSM	100% Complete	100% Complete	100% Complete	100% Complete
4.4.3		Prepare a detailed Marketing Plan	Marketing Plan Developed	CSM				
4.4.4	Reporting Only	Flinders Discovery Centre Business Plan	100% Reviewed and Adopted	CSM				
4.4.5	GWP W3276	Implementation of recommendations from Signage Audit	Recommendations Identified	CSM				
4.4.6	Reporting Only	Review National Parks Strategy – Department of National Parks	100% Reviewed	CSM				
4.4.7	Reporting Only	Development of Nature Based Eco Tourism in the Shire	Tourism Development Plan Completed	CSM				
4.4.8	Reporting Only	Monitor and Maintain the RV Campgrounds at the Hughenden Showgrounds	Increase RV Camping numbers annually	CSM				
4.4.9	CWP W2124	Mount Walker Development • Toilet Facilities, BBQ's and Shelters to be installed	100% Completion of Project	DOE	100% Complete	100% Complete	100% Complete	100% Complete
4.4.9	TBD	Porcupine Gorge Business Plan	Business Plan to be Developed	CEO				
4.4.10	TBD	Review & development Hughenden and Region Brochure	December 2018	CSM				
4.4.11	TBD	Host Qld Info Centre Association Conference	October 2018	CSM				
4.4.12	TBD	Business Assistance Program	Ongoing	CSM				
4.4.13	Reporting Only	Case Plan Organised Tours – Flinders Shire	March 2019	CSM				
4.4.14	TBD	Organised Fossil Dig at Stamford	June 2019	CSM				
4.5 COMMUNITY PRIORITY: INCREASED USABILITY OF RURAL LANDS								
4.5.1a	Reporting Only	Prepare Asset Management Plan for Hughenden Saleyards	100% Completed March 2017	RSM	100% Complete	100% Complete	100% Complete	100% Complete
4.5.1b	CWP W3258	Hughenden Saleyards – Yard Demolition and Construction	Ongoing	RSM	100% Complete	100% Complete	100% Complete	100% Complete

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4.5.1c	CWP W3573	Relocation of the Toilet and Rest Area at Hughenden Saleyards in line with budgetary constraints	Identify target areas for demolition and construction	RSM				
4.5.1d	Reporting Only	Investigate the feasibility of AQIS expansion of Hughenden Saleyards facility in line with budgetary constraints	Identify facility upgrade projects	RSM				
4.5.1e	Reporting Only	Investigate the feasibility of future expansion of Hughenden Saleyards facility in line with budgetary constraints	Identify facility upgrade projects	RSM				
4.5.1f	Reporting Only	Continue discussions with Department of Agriculture and Forestry to negotiate take over of the Hughenden dip facility	Trusteeship of the Hughenden Dip Facility	RSM	100% Complete	100% Complete	100% Complete	100% Complete
4.5.2	CWP W3260	Horse Paddock – Permanent Shade Structure	100% Completed	RSM	100% Complete	100% Complete	100% Complete	100% Complete
4.5.3	N/A	Hughenden Town Common – Southern Side Fence Construction	100% Completed	RSM	No Longer a Project	No Longer a Project	No Longer a Project	No Longer a Project

OUR INFRASTRUCTURE

Outcome:

We will aim to continuously improve products, services and processes through sustainable management of Council's core assets.

Community Outcomes

- Develop and implement Drinking Water Quality Management Plan
- Customer Service Standards Met
- North Hughenden Sewerage Scheme completed and upgrade compliant
- Ergon Energy Electricity network connected to high voltage transmission line
- Develop and Implement Asset Management Plan
- Complete Sealing of the Kennedy Development Road
- Complete Sealing of the Torrens Creek – Aramac Road
- Upgrade the Flinders Highway
- Widening of the Flinders River Bridge
- Heavy Vehicle transport is appropriately directed
- Shire Wide NBN, Landline and Mobile Phone coverage

LINK C/P	LINK BUDGET	ACTIVITY	TARGET	RESPONSIBILITY	QUARTER 1 (JUL, AUG, SEPT)	QUARTER 2 (OCT, NOV, DEC)	QUARTER 3 (JAN, FEB, MAR)	QUARTER 4 (APR, MAY, JUNE)
5.1 COMMUNITY PRIORITY: WATER AND SEWERAGE INFRASTRUCTURE MEETS COMPLIANCE STANDARDS (EHO/DOE)								
5.1.1a	W2162	Implement and comply with a Drinking Water Quality Management Plan	Compliance Maintained	EHO				
5.1.1b	CWP W2470	Purchase of an Automatic Chlorine Dispenser	100% purchased and installed	EHO				
5.1.1c	Various	Implement Water Supply Asset Management Plan	June 2019	DOE				
5.1.1d	TBD	Installation of Water Chlorination System - Hughenden	December 2018	DOE				
5.1.1e	TBD	Torrens Creek Water Supply Upgrade	December 2018	DOE				
5.1.1f	TBD	Hughenden Water Supply – Additional Storage Study	June 2019	DEO				
5.1.2	Reporting Only	Council will meet the Key performance Indicator as set out in the standards	Annual Report to DEWS	EHO				
5.1.3	CWP W2143	Sewerage treatment Plant complies with licence conditions within timeframe	STP Compliance gained by June 2017	EHO / DOE	100% Complete	100% Complete	100% Complete	100% Complete
5.1.4	W3951	Production of 4 Bores – 15 Mile	Commissioning of Bores	DOE				
5.1.5	W3953	Feedlot Facility – Production of 3 Bores - Meatworks	Commissioning of Bores	DOE				
5.2 COMMUNITY PRIORITY: RELIABLE AND AFFORDABLE RETICULATED ELECTRICITY NETWORK								
5.2.1	Reporting Only	Engage with Ergon Energy and advocate for High Voltage Transmission	High Voltage Lines Connected	CEO				
5.3 COMMUNITY PRIORITY: ROAD NETWORK MEETS COMMUNITY NEEDS								
5.3.1	GWP W3253	The Shire Roads Asset Management Plan is effectively implemented	Planned works carried out	DOE				
5.3.1a	Various	Implement Grid Subsidy Program – Shire Roads	June 2019	DOE				
5.3.1b	Various	Implement Driveway Subsidy Program	June 2019	DOE				

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5.3.1c	Various	Implement Footpath Asset Management Program	June 2019	DOE				
5.3.1d	Various	Implement Kerb and Channel Asset Management Program	June 2019	DOE				
5.3.2a	Reporting Only	Continue to lobby the Government for funding to complete the sealing of the Kennedy Development Road	100% Sealed	Councillor Representative				
5.3.2b	Reporting Only	Continue to lobby the Government for funding to complete the sealing of the Torrens Creek Aramac Road	100% Sealed	Councillor Representative				
5.3.2c	Reporting Only	Continue to lobby the Government for funding to rehabilitate the existing sealed road - Kennedy Development Road (Hann Highway)	Improvement of Road Safety	Councillor Representative				
5.3.2d	Reporting Only	Continue to lobby the Government for funding to rehabilitate the existing sealed road - Kennedy Development Road (Hughenden to Winton)	Improvement of Road Safety	Councillor Representative				
5.3.2e	Reporting Only	Continue to lobby the Government for funding to rehabilitate the existing sealed road - Flinders Highway (Charter Towers boundary to Richmond boundary)	Improvement of Road Safety	Councillor Representative				
5.3.2d	Various	Deliver DTMR Contract works effectively and efficiently	June 2019	DOE				
5.3.3a	Various WO Numbers	Rehabilitation of Kennedy Development Road (Hann Highway)	Improvement of Road Safety	DOE				
5.3.3b	Various WO Numbers	Rehabilitation of Kennedy Development Road (Hughenden to Winton)	Improvement of Road Safety	DOE				
5.3.3c	Various WO Numbers	Rehabilitation of Flinders Highway (Charter Towers boundary to Richmond boundary)	Improvement of Road Safety	DOE				
5.3.3d	Various WO Numbers	Sealing of the Kennedy Development Road (Hann Highway) is complete	100% Sealed	DOE				
5.3.3e	Various WO Numbers	Sealing of the Torrens Creek Aramac Road is complete	100% Sealed	DOE				
5.3.3f	Various WO Numbers	Drainage Structures on Rural Roads	Improvement of Road Drainage and Safety	DOE				
5.3.3g	TBD	Complete Hughenden Stormwater Study	December 2018	DOE				

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5.3.4a	Reporting Only	Lobbying Government for appropriate maintenance on the Flinders Highway	Improvement of Road Safety	Councillor Representative				
5.3.4b	Reporting Only	Lobbying Government for appropriate maintenance on all State Roads	Improvement of Road Safety	Councillor Representative				
5.3.5	Reporting Only	Lobby Government for funding for the widening and upgrading of the Flinders River Bridge	Funding Identified for upgrade	Councillor Representative				
5.3.6a		Implement a Heavy Vehicle Traffic Management Plan for Hughenden	Signage installed for Heavy Vehicle parking	DOE	100% Complete	100% Complete	100% Complete	100% Complete
5.3.6b	Reporting Only	Complete Plan for on/off Street Parking	Plan Developed	DOE				
5.3.6c	W3600	Development of Heavy Vehicle Parking Area	April 2019	DOE				
5.3.7	W3601	Complete Design and Survey of CBD rejuvenation works	June 2019	DOE				
5.3.7	CWP W2515	Rural Addressing for Flinders Shire Rural Properties <ul style="list-style-type: none"> Implementation of Project Administration of Project 	Project to be 100% completed	DOE / RSM				
5.3.8	W3601	Complete Design and Survey of CBD rejuvenation works	June 2019	DOE				
5.3.9	W3603	Upgrade Long Distance Bus Stop (including shelter)	December 2018	DOE				
5.3.10	W3608	Upgrade Alderly Crossing – Stage 1 – Survey, Design & Estimates	June 2019	DOE				
5.3.11	TBD	Town Entrance Signs	June 2019	DOE				
5.3.12	TBD	Roadside Billboards	June 2019	DOE				
5.4 COMMUNITY PRIORITY: RELIABLE COMMUNICATIONS THROUGHOUT THE SHIRE (CEO)								
5.4.1	Reporting Only	Engage with Government and Telco's and advocate on behalf of the Community for improved Telecommunication services	Successful submission under Black Spot Programs	CEO				
5.4.2	W2447	Council to be effective in lobbying for Last Mile Wireless Project	Identify suitable providers and funding opportunities	Councillor Representative / CEO				
5.5 COUNCIL OWNED ASSETS								
5.5.1	GWP W3253	Council Asset Management Plans are being effectively implemented <ul style="list-style-type: none"> Fund the operation of Community facilities and ensure AMP are funded and carried out 	Completion of Annual Maintenance Program	CEO / DOE / FM				

OUR GOVERNANCE

Outcome:

We will work as a team and act with pride, accountability, transparency and integrity to deliver services to our residents.

Community Outcomes

- **Responsible Leadership with transparent decision making**

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6.1 COMMUNITY PRIORITY - BEST PRACTICE GOVERNANCE								
6.1.1a	Reporting Only	Develop and Implement Council's Corporate Governance Framework	100 % Framework Completed	GM	100% Complete	100% Complete	100% Complete	100% Complete
6.1.1b	Reporting Only	Review and Update Council's Local Laws, Policies and Standard Operating Procedures	100% of due Local Laws, Policies and Procedures Reviewed	GM / EHO				
6.1.1c	Reporting Only	Implement Best Practise Risk Management Strategies	Corporate / Operational Risk Management Register is maintained	GM				
6.1.1d	Reporting Only	Council will Maintain and Resource quality administrative practices and operations	Operational Plan Activities Targets Met >80%	GM				
6.1.1e	W1153	Provide Councillors with access to quality training, development and networking opportunities	Identify Training and Conferences attended (5PA)	GM				
6.1.1f	Reporting Only	Council officers will provide comprehensive, well researched information and balanced reporting to Council	Acceptable Guidelines Request Policy Reviewed and Adopted	GM				
6.1.1g	Reporting Only	Council will implement Customer Service Policy for the Organisation	CRM reporting to Council Monthly	GM				
6.1.1h	GWP W3150	Business Continuity Program Management	Review and Improvement of BCP	GM / EHO				
6.1.2a	Reporting Only	Manage staff and carryout work activities in line with Council Workplace health and Safety Policy and procedures	Lost Time Frequency Rate <25.5 and Average Lost Time is <13.22	SA				
6.1.2a	Reporting Only	Eliminate or reduce risk by developing risk strategies (eg Monthly Actions Plans)	Reduce risks by 10% on previous years	SA				
6.1.2a	Reporting Only	Mental Health Program is developed	100% of Plan developed	SA				

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6.1.2b	W3217	Develop and Implement Asbestos Management Plan	Develop Plan	SA	100% Complete	100% Complete	100% Complete	100% Complete
6.1.3a	Reporting Only	Implement Human Resources Strategies to become an Employer of Choice	Develop HR Management Plan	HR				
6.1.3b	Reporting Only	Ensure workforce is trained, developed and supported to competently manage themselves and their work	Employee Costs v's Training Costs <4%	HR				
6.1.4a	W3394	Fraud Management Training for all officers	All officers trained in Fraud Management	FM				
6.1.4b	Reporting Only	Support Local Businesses Houses through Procurement Policy	Identify Local Supplies	FM				
6.1.4c	W3637	Further development Procurement Policy through an Electronic Tender Process Application	100% process developed	FM	100% Complete	100% Complete	100% Complete	100% Complete
6.1.4d	GWP W3395	Facilitate Effective Procurement Training for Staff and Managers	Annual Staff Training in Procurement	FM				
6.1.4e	Reporting Only	Facilitate Sustainable Financial Management	10 Year Forecast Developed	FM				
6.1.4f	Reporting Only	Facilitate Sustainable Financial Management	Short term budget vs Actual results reported	FM				
6.1.4g	W3167	Facilitate Sustainable Financial Management	Internal Audit Completed – Risks are identified and resolved	FM				
6.1.4h	Reporting Only	Report on Capital Expenditure	% capital Expenditure Delivered	FM				
6.1.4i	W3169	External Audit Compliance	Timeliness, Quality, free from Material Error	FM				
6.1.4j	Reporting Only GWP W3216	Compliance Reporting	Identify Reporting Requirements and Develop as required	FM				
6.1.4k	Reporting Only GWP W3639	Revenue Raising Practises	Effective Policy and Revenue Raising Strategy	FM				

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6.1.4l	GWP W3533	ICT Strategy	High Risk Gaps Identified and resolutions implemented. Effective Policy and Contract Management	FM				
6.1.4m	GWP W1235	Development of Geographical Information System (GIS)	Effective Management of Council's GIS Software	FM				
6.1.5a	Reporting Only	Councillors will be involved in appropriate Community engagement activities	Councillors to attend 10 Community meetings per Month	Councillor Representative				
6.1.5b	Reporting Only	Council represent and promote the interests of the Community through Key Regional Stakeholders	Identify Council Regional Representation	Councillor Representative				
6.1.5c	Reporting Only	Council to participate in key organisations on behalf of the Community through effective and responsible policy, planning and decision making	Identify Regional Representations	Councillor Representative				
6.1.6	19157.8405.555 Plant Purchases	Plan Replacement Program	June 2019	DEO				
6.1.6a	GWP W3253	Asset Management Plan	Develop and Implement an Asset Management Plan	DOE				
6.1.6b	Reporting Only	State Government Statutory Governance requirements implementation	Continuously review of Registers	DOE				
6.1.6c	Reporting Only	Federal Accreditation	To maintain Federal Accreditation	DOE				
6.1.6d	Reporting Only	Department of Transport and Main Roads (DTMR) Pre Qualification • Obtain Qualification	To Obtain Qualification	DOE	100% Completed	100% Completed	100% Completed	100% Completed
6.1.6e	Reporting Only	Department of Transport and Main Roads (DTMR) Pre Qualification • Maintain Qualification	To Maintain Qualification	DOE				
6.1.7f	Reporting Only	Workforce Sustainability • Regular review of Council works program and the workforce sustainability	Brief Council Monthly on status	DOE				

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6.1.6g	Reporting Only	Workforce Sustainability <ul style="list-style-type: none"> Continued lobbying with State and Federal Government for contract works 	Maintain at least 3 years of sustainable contract works	CEO / Council Representative				
6.1.6(h)	Reporting Only	Workforce Sustainability <ul style="list-style-type: none"> Develop a Plan to address Employee Housing 	Development of plan, strategies and policy	CEO/HR				
6.1.6(i)	W3950	Licences for Great Artesian Water – 15 Mile	Issue of Licence	DOE				
6.1.6(j)	W3954	Licences for Great Artesian Water – Meatworks	Issue of Licence	DOE				