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GOALS

NAPRANUM ABORIGINAL SHIRE OPERATIONS PLAN 22/23 PLAN

FINANCE SERVICE DIVISION

Goal	Owner	Operational Activities	Success Measures	Budget
Audit plan	Kelly Watters Finance division manager	Ensure that all steps employed will ensure that the Council prepares its final statutory financial reports ready for audit on time in accordance with the agreed audit plan and Internal Audit plan is finalised by March 2022.	<ul style="list-style-type: none">Audit plan is followed and that the result of the audit is an unqualified/unmodified report result	22/23 budget allocation
Financial Reporting	Kelly Watters Finance division manager	A financial reporting regime is established that provides Council and Managers with management reports on at least a monthly basis	<ul style="list-style-type: none">Reporting system is established to allow Council and Managers to assess the financial performance of the functions under their control, and allow forecasting to be made of potential financial performance for the remainder of the current financial year	22/23 budget allocation
Financial Sustainability Asset Plans	Kelly Watters Finance division manager	Develop stronger link between Asset Management Plans and Councils budget development	<ul style="list-style-type: none">Conduct Council wide budget review 2022/23 original budget estimates and projections	Existing staff cost

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Reporting suite	Kelly Watters Finance division manager	Provide a suite of financial reports to both Council and Managers in a form that is readily understood by all stakeholders and allows management to assess the financial performance of the functions under their control	<ul style="list-style-type: none"> • Reports developed, relevant and understood 	Existing staff cost
Information Technology	Kelly Watters Finance division manager	Purchase and installation of a new information and accounting and document management system for Council	<ul style="list-style-type: none"> • Purchase and installation completed 	\$150,000
Asset Management Plan and 10-year financial plan: 81	Kelly Watters Finance division manager	Strengthen Council's long- term financial planning and quantify the long- term requirements for services, service levels and associated costs	<ul style="list-style-type: none"> • Preparation of 2022/23 Financial Statements • Include as part of internal Audit, identify the measures that can be taken to become sustainable 	Existing staff cost
Information Technology - Training: 5	Kelly Watters Finance division manager	Manage all necessary training of finance and other staff that may be required in order for the installation to be successful	<ul style="list-style-type: none"> • Training of identified staff is completed • To commence 	Existing staff cost
Debt Recovery	Kelly Watters Finance division manager	To proactively manage the financial debtors of Council through lawful, ethical and culturally sensitive approaches to the recoupment of Council debts.	<ul style="list-style-type: none"> • Allocation of un-applied credits to debtor accounts or transfer to Public Trustee for funds not identifiable and all avenues of identification exhausted. • Identification and write- off of "statute barred" debts. I.e. greater than 6 years old Assignment of Commercial debts to external debt recovery agency. 	Existing staff cost

Goal	Owner	Operational Activities	Success Measures	Budget
Budget Review - Finance Manager	Kelly Watters Finance division manager	Lead the inclusive quarterly budget review consistent with council budget development and review policy and procedure	<ul style="list-style-type: none"> Review is inclusive and completed accurately and timely manner consistent with organisation policy and procedure 	Existing staff cost
Dashboard and Traffic Light Reporting	Kelly Watters Finance division manager	Investigate options for development of Dashboards and Traffic Lights for each Division Manager	<ul style="list-style-type: none"> Gathered reporting requirements from division managers completed 	Existing staff cost
Insurance Renewal	Kelly Watters Finance division manager	To achieve renewal of insurance policies of Council in accordance with sound contracting principles	Community consultation completed with final report to council for endorsement followed by lobbying for funding	\$600,000
Information Technology - Change Policy / Procedures: 88	Kelly Watters Finance division manager	Manage and address any consequent process and procedural changes that may be necessary as a result of the installation of the new system	<ul style="list-style-type: none"> Process and procedural changes are addressed in a timely manner Current 	Existing staff cost
Fleet and Plant Replacements [Various]	Kelly Watters Finance division manager	To purchase/lease new fleet and/or plant as necessitated through Asset Management planning	<ul style="list-style-type: none"> Assessment of need Quote Procurement 	22/23 Budget Allocation
Audit preparations	Kelly Watters Finance division manager	Undertake all steps necessary to ensure that the Council prepares its final statutory financial reports ready for audit on time in accordance with the agreed audit plan	<ul style="list-style-type: none"> Timelines are met consistent with agreed audit plan and that the result of the audit is an unqualified/unmodified report result As per signed Audit Plan 	\$120,000 Includes internal fees and audit committee representation
Asset Registers	Kelly Watters Finance division manager	Lead a comprehensive review of the assets will be undertaken including a physical inspection of each asset and an assessment of its condition	<ul style="list-style-type: none"> Review completed 	Existing staff cost and 22/23 budget allocation

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Fleet Management – rationalisation	Kelly Watters Finance division manager	Review the current plant fleet with a view to retiring and removing all un-roadworthy and redundant vehicles	<ul style="list-style-type: none"> Review completed 	Existing Staff Cost
Increase revenue to cover all planned activities	Lisa Hazell Grants officer	Actively lobby, apply for and obtain State and Government funding and grants	<ul style="list-style-type: none"> Increase in grants received from government and NGO Increase in State, Australian Government and NGO funding and grants received 	Existing staff cost
Annual Budget 2023/24	Kelly Watters Finance division manager	That a comprehensive budget is prepared and reviewed for the organisation including separate budgets for the BAS operation, Aged Care and Child Care operations and for funded projects including capital works to enable Council to adopt its 2022/2023 Budget	<ul style="list-style-type: none"> Budget is developed and reviewed for organisation Division projects in compliance with statutory requirements 	<i>No value</i>

OFFICE OF THE CHIEF EXECUTIVE OFFICER

Goal	Owner	Operational Activities	Success Measures	Budget
Napranum school	Janelle Menzies Chief executive officer	Work with the College on the Education Plan	<ul style="list-style-type: none"> Preparation Market appraisal Assessment Award 	\$45K
Procurement and Contracting	Janelle Menzies Chief executive officer	A comprehensive review of all procurement processes is required with appropriate procurement arrangements including preferred supplier arrangements, and contracts, to be instituted for purchase of goods and services including the development of appropriate standard contracts for the purchase of goods or services	<ul style="list-style-type: none"> The review and implementation of new procedures completed Standard contracts developed endorsed and implemented 	Existing Staff Cost
Napranum Master Plan	Janelle Menzies Chief executive officer	The master plan for the future development of Napranum is developed with extensive community involvement	Continually review and update of the Master Plan	22/23 budget allocation
Indigenous Land Use Agreement (ILUA) 0	Janelle Menzies Chief executive officer	Negotiate with the Traditional Owners to establish an ILUA for the area of the Napranum township	<ul style="list-style-type: none"> ILUA completed and implemented 	22/23 budget allocation
Men's and Women's Groups	Janelle Menzies Chief executive officer	Establish Men's and Women's groups	<ul style="list-style-type: none"> Groups are established Coordinators are employed 	22/23 Budget
Men's Shed	Janelle Menzies Chief executive officer	Establish Men's Shed	<ul style="list-style-type: none"> Men's shed is established 	22/23 Budget
Social and Emotional Welfare program	Janelle Menzies Chief executive officer	Programs established	Reduction in domestic violence	22/23 Budget
AMP modification	Janelle Menzies Chief executive officer	Relaxing the alcohol management plan	Relaxed AMP in place	22/23 Budget

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Statutory Council Meetings	Janelle Menzies Chief executive officer	Facilitate all of Council's Statutory	<ul style="list-style-type: none"> Meetings are conducted and meet statutory compliance Meetings and provide accurate and timely minutes of meetings 	22/23 budget allocation
Design Hall	Janelle Menzies Chief executive officer	Facilitate the design of the Hall and undertake community engagement	<ul style="list-style-type: none"> Meetings are conducted and meet statutory compliance Meetings and provide accurate and timely minutes of meetings 	22/23 budget allocation
Risk Management System	Janelle Menzies Chief executive officer	Undertake a review of Risk Management Framework	<ul style="list-style-type: none"> Review completed and ongoing as per regulatory and operational requirement 	22/23 budget allocation
Stakeholder Meetings	Janelle Menzies Chief executive officer	<i>No value</i>	Stakeholder meetings are conducted, Ensure that all local stakeholders meet with Council at least once per quarter	22/23 budget allocation
Napranum Taskforce	Janelle Menzies Chief executive officer	Local thriving committee as a decision making body	<ul style="list-style-type: none"> Monthly meeting are held Local decision making 	22/23 budget allocation
2.08 Desluge Sewerage Ponds (ICCIP) [NEW] 0%	Janelle Menzies Chief executive officer			117,645
1.10 Asset Management Plans	Janelle Menzies Chief executive officer			21,692
1.02 New Switchboard and Probes at PH Plant (ICCIP) [NEW]	Janelle Menzies Chief executive officer			82,500
Stage 1 Sports Field Upgrade (WCCCT) [NEW] 0	Janelle Menzies Chief executive officer			1,800,000

CORPORATE AND COMMUNITY SERVICE DIVISION

Goal	Owner	Operational Activities	Success Measures	Budget
Leased Corporate Buildings Repairs	Stephen Frost Corporate & community services division manager	Undertake repairs to Council's Corporate Buildings to maintain quiet enjoyment/safe standard/fitness for purpose for occupants in accordance with lease/license agreements	<ul style="list-style-type: none"> • Work Requests received • Quotations obtained from Operations Division • Budget reviewed • Works undertaken 	22/23 budget allocation
Commercial Leases	Stephen Frost Corporate & community services division manager	Conduct a review of all commercial premises to determine the best occupancy arrangements and the optimal rental that Council should expect	<ul style="list-style-type: none"> • Review under taken and completed 	<i>No value</i>
Policies Review	Stephen Frost Corporate & community services division manager	Review of all policies is undertaken on a continuous basis throughout the period with a view to completing a review of all existing policies	<ul style="list-style-type: none"> • Expired Mandatory Policies to be Updated • HR Policies to be reviewed and Updated to also include Human Rights Act provisions 	22/23 budget allocation
Statutory Compliance	Stephen Frost Corporate & community services division manager	Assessment undertaken by the external auditor	<ul style="list-style-type: none"> • The organisation meets its statutory compliance obligations in terms of compliance with the Local Government Act and Regulation • Completion of the QAO compliance checklists 	22/23 budget allocation
Community Events	Stephen Frost Corporate & community services division manager	A standard project management framework that can be used to manage and control each event is developed	<ul style="list-style-type: none"> • An events management and accountability framework will be prepared and implemented 	Existing staff cost

Goal	Owner	Operational Activities	Success Measures	Budget
Indigenous Knowledge Centre	Stephen Frost Corporate & community services division manager	Empower communities through new technology and learning, embrace local knowledge, culture and heritage through use of IKCs	<ul style="list-style-type: none"> Program continues to be delivered consistent with project objectives 	22/23 Budget Allocation, \$19,535 State Library Grant
Aged and Disability Services	Stephen Frost Corporate & community services division manager	Provide high quality support, at a low intensity on a short- term or on-going basis, or higher intensity services delivered on a short term episodic basis to frail older people (65 years and over or 50 years and over for Aboriginal and Torres Strait Islander people) to maximise their independence at home and in the community for as long as they choose or are able to do so.	<p>Program continues to be delivered consistent with project objectives:</p> <ul style="list-style-type: none"> CHSP Domestic Assistance CHSP Flexible Respite CHSP Meals CHSP Personal Care CHSP Social Support - Group CHSP Social Support - Individual CHSP Transport NDIS (Funding subject to referrals from My Aged Care for Home Care Packages based on client needs) 	22/23 Budget Allocation
Child Care	Stephen Frost Corporate & community services division manager	Operate a long day care centre that is culturally safe and secure for primary service users	<ul style="list-style-type: none"> Program continues to be delivered consistent with project objectives License is currently suspended and options investigated 	No budget allocation at this time
Preschool delivery	Stephen Frost Corporate & community services division manager	Negotiate with key state government entities and community to continue the delivery of this service including aggressive promoting and marketing to increase participation	<ul style="list-style-type: none"> Preschool is delivered in community with an increase in numbers enrolled and retained 	No value

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Disaster Management	Stephen Frost Corporate & community services division manager	In conjunction with the state government Improve our communities' resistance to disaster impacts by undertaking a disaster risk management process that is inclusive of training of key personnel	<ul style="list-style-type: none"> • Training is completed • Resources secured to enhance capability of LDMG • Get Ready Programs/Funding 	Existing staff cost
WHS & HR Systems	Stephen Frost Corporate & community services division manager	Research, Review, recommend and implement effective platform/app that meets the needs of the relevant departments and functions of Council	Effective implementation and use of system	Will be allocated from information systems and document management
Staff training	Stephen Frost Corporate & community services division manager	Program of continuous improvement and staff training		Existing staff cost

OPERATIONS SERVICE DIVISION

Goal	Owner	Operational Activities	Success Measures	Budget
Qbuild Works	Stephen Turner Operations division manager	BAS managed on a business-like basis generating a return on expenditure	<ul style="list-style-type: none"> BAS work including maintenance, upgrades and construction work are completed at high standards and generates the agreed financial return to council Maintenance Upgrades 	\$1.2M
Parks, gardens and public spaces	Stephen Turner Operations division manager	Undertake maintenance of community parks and gardens including attending to maintenance matters	<ul style="list-style-type: none"> Annual community parks and gardens program is developed and implemented 	22/23 Budget Allocation
Water and Sewerage: 79	Stephen Turner Operations division manager	Promote sustainable land and water management practices	<ul style="list-style-type: none"> Submit annual report to government agency for the operation and environmental compliance of water and sewerage systems 	Existing staff cost
Civil maintenance and construction and projects as approved by Council	Stephen Turner Operations division manager	All civil maintenance and construction and projects as approved by Council is completed on time and within budget	<ul style="list-style-type: none"> Approved works each year will be delivered on time and within approved budgets 	22/23 budget allocation
WORKS ICCIP 2022/23 Critical Infrastructure Projects	Stephen Turner Operations division manager			
→ 1.04 Tapping Bands, Valves & Hydrants (ICCIP) [EXISTING]	Brendan Cherry Essential service officer			700,932
→ 1.09 New Reservoir (ICCIP) [NEW]	Brendan Cherry Essential service officer			1,760,000
→ 3.01 Remediation of old Solid Waste Facility (ICCIP) [EXISTING]	Brendan Cherry Essential service officer			495,000
→ 1.02 New Switchboard and Probes at PH Plant (ICCIP) [NEW]	Janelle Menzies Chief executive officer			82,500

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WORKS LRCI2 Local Roads and Community Infrastructure Program	Stephen Turner Operations division manager	<i>No value</i>	Following strong community and local government support, the Australian Government has committed to Phase 3 of the Local Roads and Community Infrastructure (LRCI) Program. An additional \$1 billion announced in the 2021-22 budget will continue to boost Australia's economic recovery.	<i>No value</i>
↳ Department of Infrastructure, Transport, Regional Development & Communications Fibre optic connections	Stephen Turner Operations division manager	All projects as approved by Council is completed on time and within budget	<ul style="list-style-type: none"> Approved works each year is completed on time within approved budgets 	22/23 budget allocation
WORKS R2R - Roads to Recovery Program	Stephen Turner Operations division manager			
↳ Remaining works under roads to recovery, details TBA	Bruce Brockhurst Project Manager - Operation Services			107,800
WORKS QRRR - Queensland Resilience and Risk Reduction Fund	Stephen Turner Operations division manager			
↳ Install Fire breaks	Bruce Brockhurst Project Manager - Operation Services			
WORKS DRFA - Disaster arrangements Disaster Recovery Funding Arrangements	Stephen Turner Operations division manager			
WORKS WCCT - Western Cape Communities Trust	Stephen Turner Operations division manager			
↳ Concept Design and Costings for Evacuation Centre (WCCCT) [NEW]	Bruce Brockhurst Project Manager - Operation Services			<i>No value</i>
WORKS DHPW - Department of Communities, Housing and Digital Economy	Stephen Turner Operations division manager			
↳ 4 x 2 BR and 2 x 4 Bedroom homes new construction	Bruce Brockhurst Project Manager - Operation Services			1,628,059
↳ 2 x 2 Bedroom Duplex & 3 Bedroom House (DHPW) [EXISTING]	Bruce Brockhurst Project Manager - Operation Services			1,628,059
WORKS W4Q - Works For Queensland	Stephen Turner Operations division manager			
↳ 2 x 2 Bedroom Staff Duplex (W4Q21-24)	Bruce Brockhurst Project Manager - Operation Services			690,000
↳ Takeaway (W4Q21-24)	Bruce Brockhurst Project Manager - Operation Services			500,000

ENVIRONMENT DIVISION

Goal	Owner	Operational Activities	Success Measures	Budget
Public Health Program	Paul Brown Environment Division Manager	Deliver an Environmental Health Program to the community	<ul style="list-style-type: none"> Program continues to be delivered and in compliance with the program objectives and reporting requirements 	\$176,000
Animal Management	Paul Brown Environment Division Manager	Undertake regulatory and advisory inspection programmes to maintain and improve health & environmental standards within the community such as animal control and vector control programmes	<ul style="list-style-type: none"> Enforce Animal Control Local Law once introduced and promote responsible animal ownership 	Existing staff cost
Ranger Program	Paul Brown Environment Division Manager	Promote and supports Indigenous people to combine traditional knowledge with conservation training to protect and manage their land, sea and culture	<ul style="list-style-type: none"> Program continues to be delivered and in compliance with the program objectives and reporting requirements 	\$579,379
Local Laws	Paul Brown Environment Division Manager	A suite of local laws that are relevant are developed to Council's requirements to enable effective management of its community and responsibilities	<ul style="list-style-type: none"> Suite to Local Laws to be implemented 	22/23 budget allocation
Local Laws - Implementation	Paul Brown Environment Division Manager	Manage the implementation of the laws to enable their effective enforcement within the community	<ul style="list-style-type: none"> Suitable training and support provided to enable the operation of the local laws to be implemented 	Existing staff cost
Deliver Biosecurity Outcomes	Paul Brown Environment Division Manager	Deliver grant fee for service outcomes	<ul style="list-style-type: none"> KPI's achieved 	See Grant details

NAPRANUM ABORIGINAL SHIRE COUNCIL

Goal	Owner	Operational Activities	Success Measures	Budget
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Detail to follow

Napranum Shire Council | Placeholder