

**2018-2019**

# **Annual Operational Plan Performance Report**



**1st Quarter Performance Report  
Period Ending 30 September 2018  
Resolution Number 5720**

Council adopted its 2018-2019 Annual Operational Plan on 17 July 2018 (resolution number 5476). The Annual Operational Plan provides an activity and program based plan on how and what Council will do during the financial year to respond to the priorities in Council's and the Communities long term planning documents.

The Annual Operational Plan is structured against the five key priority areas of Council's five year Corporate Plan - Isaac 2015-2020:

- Communities,
- Economy,
- Infrastructure,
- Environment; and
- Governance.

The following provides an overview of council's progress towards implementing the 2018-2019 Annual Operational Plan for the period ending 30<sup>th</sup> September 2018.

Each Program/Activity has been given a status on how each is progressing, identifying where targets are being met or highlighting where exceptions are occurring or expected in future quarters. The following legend provides an overview on the actions and their status.

LEGEND	TOTAL ACTIONS
On Target	134
Monitor	16
Below Target	8
Not Proceeding	0
Completed	8
Total	166





# Communities

Isaac will have resilient, connected and diverse communities whose lifestyles and wellbeing are supported and whose regional identity is cherished.

## C1: Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost and effective services

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Street Lighting	Conduct Quarterly Inspections^	95% Operational	Infrastructure	On Target

### Comments:

Quarterly inspections have been completed as per schedule and issues reported.

*(The street light audits are standard and the results get sent directly to Ergon for action (KPI is to complete the inspection only))*

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Tenancy / Housing Acquisition and Disposal	Implement the strategic acquisition and disposal program 5 – 10 year	30 June 2019	Corporate Properties	On Target

### Comments:

Review completed, draft program developed – investigations into individual program requirements in progress for budget submissions for 2019/20.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Library Operations – Eight Libraries	A well utilised library service	Number of Library Programs offered (yearly trends)	Library and Cultural Services	On Target
	Number of people attending Library programs	100% attendance		On Target
	% of population that are library members	50%		On Target

**Comments:**

Quarter	Programs		# Library Members
	# Programs	# Participants	
1 <sup>st</sup> Quarter	372	5059	12716

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
IRC Halls & Centres Recreation Halls and Gyms Show Grounds	Provide and operate halls and centres to deliver safe, efficient and cost effective services	75% overall satisfaction	Commercial Outcomes	On Target
	Provide efficient and timely solutions to maintenance issues	90% compliance		On Target
	Deliver annual capital works program	Scheduled program delivered by 30 June 2019		On Target
	Moranbah Community Centre Master Plan - Approval of Plan & Budget (Delivery of Year 1 Activities in 2019/2020)	30 June 2019		On Target

**Comments:**

Satisfaction: Overall the facilities have a good relationship with clients. Winter servicing completed.

Maintenance: All maintenance completed in a timely manner.

Capital works program – Works completed as planned, with others still in progress.

Moranbah Community Centre Master Plan – Consultant engaged and first consultation with Council completed.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Airstrip	Provide efficient and timely solutions to maintenance issues	90% compliance	Commercial Outcomes	On Target

**Comments:**

Maintenance completed as identified and in acceptable timeframes.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
IRC Aquatic Centres	Undertake regular audits to ensure an efficiently run and customer service focused environment	4 inspections/per quarter	Commercial Outcomes	On Target
	One x Customer surveys per year	65% + customer satisfaction		On Target
	Monthly status reports - 1 per facility per month (participation and usage, activities and events, safety and security, including hazards and incidents, incident register, water quality, staff and qualifications, asset management (maintenance))	100% (8/month received and validated)		Below Target
	Deliver annual capital works program - Maintain sustainable community facilities to deliver safety and efficiency to the community users	Scheduled program delivered by 30 June 2019		On Target
	Provide efficient and timely solutions to maintenance issues	90% compliance		On Target
	Whole of Complex compliance, safety and condition assessments for the pools at Middlemount, Clermont, Nebo and St Lawrence	30 June 2019		On Target

**Comments:**

Audits - Regular inspections completed.

Surveys - To be conducted mid to end of swimming season to gauge customer feedback over a season.

Monthly reports - Not all received, mainly due to season only commencing in September for some pools.

Capital works - Maintain sustainable community facilities to deliver safety and efficiency to the community users – Capital works in pools progressing as per schedule.

Maintenance - Maintenance completed as identified and within acceptable timeframes.

Compliance – Audits to commence 5 November.

Water and Wastewater Services					
C1: Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost and effective services					
SERVICE AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Safety Management	Observance of Workplace Health & Safety procedures Field Audits	Observance of Workplace Health & Safety procedures Field Audits	< 10	Water & Wastewater	On Target
	Implement Risk assessment and training	Reporting of near misses	95% of identified near misses reported		On Target
	Safety Management of Contractors	Number of non-compliances and near misses	< 2		On Target
	Develop Standard Operational Procedures	100% completion of Standard Operational Procedures available for major facilities	31 July 2018		Completed

**Comments:**

Audits: Safety is still and will always remain key focus within W&WW

Risk Assessment and training: Safety is still and will always remain key focus within W&WW

Safety Management of Contractors: Safety is still and will always remain key focus within W&WW

Standard Operational Procedures: All W&WW treatment plants have work instruction on how to operate the plants as part of IMS.

**C2: Facilitate a focused range of social, cultural, sporting, recreational, health and education services and programs that build thriving, connected and resilient communities**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Youth Services	Develop a Youth Management Strategy and Policy position	30 December 2018	Economic Development and Communities	Below Target
	Undertake a gap analysis of youth programs and events which support young people throughout the region and develops and advocacy and facilitation plan to address priority gaps	30 June 2019		Below Target

**Comments:**

Workshopping with Communities team has commenced, Project Plan to be developed. Youth Management strategy should be on track for a report to Council February 2019, this will then result in the needs analysis being completed by 30 June 2019.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Grant Program Management and Delivery	Coordinate and administer Council's Community Grants Program	Number of applications received per quarter	Economic Development and Communities	On Target

**Comments:**

2018 - 19 Quarter	Number of applications received			Total Approved Funding Amount
	Major Grants	Minor Grants	Bursaries	
1 <sup>st</sup> Quarter Outcomes	22	31	2	\$114,388.32
2 <sup>nd</sup> Quarter Outcomes				
3 <sup>rd</sup> Quarter Outcomes				
4 <sup>th</sup> Quarter Outcomes				

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Social Planning	Develop a Social Infrastructure Strategy	30 June 2019	Economic Development and Communities	On Target

**Comments:**

Project brief under development. As a result of the Round 9 Isaac Community Grants Regional Social Development Coalition (RSDC) will be holding workshops throughout the region on governance for community organisations, this is aimed at increasing capacity and resilience.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Library and Cultural Services Programs & Events– Calendar	Implementation of Annual Calendar* of events 2018/19	30 June 2019	Library and Cultural Services	On Target
Library and Cultural Services Programs and Events	Coding and Robotics - Tech Fest	30 September 2018	Library and Cultural Services	Completed

**Comments:**

2018-19 Annual Calendar - progressing as scheduled (Delivery of Library Service, Scheduled library programs, First 5 Forever, Robotics and Coding, National Science Week, Children's Book Week, Author Visit, Museums, Ongoing delivery of tourism and visitor information services, Ongoing development and preservation, Ongoing site management)

Galleries: Some People are Stories exhibition

Coding and Robotics - All planning completed. Ten weeks of programming delivered. 714 participants. Successful delivery of the LEGO Robotics Challenge and the Library Tech Fest - 159 attendees.

**C3: Facilitate and encourage strategic partnerships that enable self-sustainable community associations and volunteer groups to pursue their diverse aspirations yet come together to tackle common opportunities and challenges.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Stakeholder Engagement	Develop a Stakeholder Engagement Framework and Toolkit	30 September 2018	Economic Development and Communities	Below Target
	Implement a Stakeholder Engagement Framework and Toolkit	31 December 2018		

**Comments:**

Commenced consultation with community's team and BMC, Project plan to be developed. Due to staffing movements in the Communities Team this project is behind schedule, anticipated new target dates are March 2019 for development and Implemented 30 June 2019



SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Partnership and volunteering programs in Libraries, Museums and Galleries	Programs, events, projects supported by external organisations, groups, businesses	10% of programs are supported by external collaboration/partnerships	Library and Cultural Services	On Target
	Volunteering Program to supporting the development and delivery of library programs –Volunteering Program Intake	10% (supported by or inclusive of volunteers) 30 September 2018 31 March 2019		On Target

**Comments:**

Programs: 96 events/programs were supported by partnerships or collaborations with external organisations/groups.

Volunteering Program: 83 volunteers. Clermont Historical Centre Volunteers = 3

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Regional Arts Development Fund (RADF)	Acquittal of Arts Queensland Regional Arts Development Fund Grant 2017/2018 2018/19 Round 1 2018/19 Round 2 2018/19 Round 3	30 October 2018 30 September 2018 31 January 2019 30 April 2019	Library and Cultural Services	On Target

**Comments:**

Second Biannual Report due to be lodged with Arts Qld on 31 October 2018. Round One RADF 2018/2019 closes at 5.00pm on Friday 19 October 2018. Second Round closes on 8 February 2019. Round Three closes on 3 May 2019.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Libraries, Museums and Galleries	1,000 hours of volunteering in museums and galleries	30 June 2019	Library and Cultural Services	On Target

**Comments:**

Library: Number of volunteering hours: 215 Clermont Historical Centre: Number of volunteering hours 161.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Cemetery Management	Recognition of returned servicemen/women at Clermont Cemetery	30 June 2019	Environmental Services	On Target

**Comments:**

All graves identified and marked. Four additional sites identified and in process for marking. Project to be finalised for Armistice day.

**C4: Undertake programs to promote liveability (including urban design and affordable housing), health and wellbeing and community safety across the region.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Private Works	Inspection and assessment of new residential and commercial driveway applications	<10 working days	Infrastructure Planning and Technical Services	On Target
	Traffic Management Plans, review and approve			On Target
	Process Construction in Road Corridor permits			On Target

**Comments:**

1 Application has been assessed within the target timeframe

10 Traffic Management Plans have been assessed within the target timeframe.

10 Road Corridor permits have been assessed within the target timeframe.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Traffic/Vehicle permits	Assess Heavy Vehicle Permits applications	<10 working days	Infrastructure Planning and Technical Services	On Target
	Assess designated route for vehicle			On Target
	Road Closure application assessment			On Target

**Comments:**

512 Heavy Vehicle Permits have been assessed within the target timeframe.

Assess designated route for vehicle - Applications have been assessed within the target timeframe.

1 Road Closure application was received and currently being assessed.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Plan, Design and Project Manage	2018/19 Technical services Capital Works Program (new, renewal & upgrades)	90% of projects completed 30 June 2019 + / - 10% budget	Infrastructure Planning and Technical Services	On Target

**Comments:**

60% of projects have been procured and are underway, 15% are currently undergoing procurement and 25% are in planning stage.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Local Laws – Responsible Pet Ownership	Number of Australia Veterinary Association (AVA) Pet and People Education Programs (PetPEP) presentations	Six (6) presentations per annum	Environmental Services	On Target

**Comments:**

Planning is underway for delivery, with the first presentations scheduled for October 2018

Council renewed the 2018 2019 membership to the AVA PETPEP program. Council is a delivery partner with AVA. AVA arrange the site visits and the complementary presentations by veterinary professionals etc. AVA also supplies all the delivery collateral (pamphlets, stickers, activity books). Officers of Isaac Regional Council deliver the presentations at the schools. This program is a national initiative of AVA. Council officers receive training from AVA to be able to present.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Pest Management	Undertaken Pest Control Activities (invertebrate)	Two (2) rounds per annum	Environmental Services	On Target

**Comments:**

Round one of two activities completed for the 2018/19 period

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Regulatory Compliance	Approved inspection program – animal registration /keeping of animals	30 June 2019	Environmental Services	Below Target

**Comments:**

Planning advanced but due to reduced staffing levels implementation is outstanding.

C5: Promote programs that celebrate the uniqueness and diversity of our communities including appropriate recognition of our Indigenous communities.				
SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Native Title	Implementation of Indigenous Land Use Agreements (ILUA's)	100% implementation within allocated budgets	Planning and Land Development	On Target
	Reviewing of Indigenous Land Use Agreements (ILUA's)	100% reviewed within process time frames		On Target

**Comments:**

Implementation of Indigenous Land Use Agreements (ILUA's) - Transfer of land to Barada Barna People underway. Jangga ILUA consultative committee meeting held. No ILUA's under review currently.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Arts and Cultural Development	Release of new Arts and Cultural Policy & Action Plan	30 September 2018	Library and Cultural Services	Monitor
	Release of new Public Art Strategy	31 October 2018		

**Comments:**

Arts and Cultural Policy and Arts and Cultural Action Plan 2018 - 2022 have been endorsed by Council 25 September 2018 and are accessible on the website. A formal brochure is under development scheduled for release and distribution in Jan 2019. The Public Art Policy and Public Art Strategic Guidelines will be presented to Council in January 2019

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Clermont Historical Centre	A well-attended centre	Number of visitors (yearly trends)	Library and Cultural Services	On Target
	Development of Masonic Lodge exhibition	31 March 2019		On Target
	Visitor Information Centre	Number of tourists/visitors		On Target

**Comments:**

590 Visitors to museum. 441 attended the Visitor Information Centre  
Masonic Lodge exhibition – New cabinets donated by the Queensland Museum will enhance the capacity to exhibit more of the collection.



SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Historic Nebo Museum	Maintain Nebo Museum – Asset Management	1 exhibition /year	Library and Cultural Services	On Target
		Number of people attending museum exhibition		On Target

**Comments:**

Refurbishment of exhibition area on 15 July 2018, with the inside of the museum having renovations. This included new display cases and floor coverings. 193 Visitors to museum.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
St Lawrence Static Museum	Maintain the grounds, buildings and historical collections held	National Museum and Gallery standards are met	Library and Cultural Services	On Target

**Comments:**

Maintenance regime implemented as per program.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Coalface Gallery and Dysart Library Art Space	An annual calendar of exhibitions for local and emerging artists: <ul style="list-style-type: none"> <li>• Three x Regional Touring exhibitions</li> <li>• Five x Exhibitions by local or emerging artists</li> </ul>	30 June 2019	Library and Cultural Services	On Target

**Comments:**

June/July 2018: Fiji Greenhouse Exhibition (Touring)

August/September 2018: Vincent Serrico Exhibition (Touring)

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Queensland Music Festival	Facilitation of the Queensland Music Festival – July 2019	30 June 2019	Library and Cultural Services	On Target

**Comments:**

Planning is underway for the event with a concert in Moranbah Town Square in July 2019; Planning includes the finale being supported by the local Isaac choirs.

**C6: Facilitate urgent and visible support during times of stress to the community (such as mental health support, crime prevention and assisting those from a lower socio-economic level).**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Social/Community Development	Provide Community Resilience Development in Communities impacted on past extreme weather events	30 June 2019	Economic Development & Communities	On Target

**Comments:**

Program being developed and planned for our communities.

**C7: Improved engagement /partnerships with service providers to improve outcomes for the region.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Procurement	Review and refresh the panels of preferred and pre-qualified suppliers (ODP20.2)	30 June 2019	Contracts and Procurement	Below Target

**Comments:**

Slightly below target due to staffing issues and absences. Strategies to bring the activity back on target are being pursued.



# Economy

Isaac will continue to be Queensland's number one performing regional economy based on a thriving, diverse and resilient mix of industry sectors

## EC1: Plan, design and provide sustainable infrastructure, facilities and services that encourage and support economic growth and development.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Investment Attraction	Draft an investment attraction framework.	30 June 2019	Economic Development and Communities	On Target

### Comments:

Compiling project plan for a series of documents to support the Framework.

## EC2: Proactively engage with and support all industry sectors, commerce and government to foster constructive partnerships to support and promote ongoing economic vitality.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Investment Attraction	Develop an investment prospectus	01 July 2019	Economic Development and Communities	On Target

### Comments:

Compiling project plan for a series of documents to guide and support the Prospectus.

**EC3: Identify opportunities for economic development through strategic analysis of regional resources and the provision of planning and policies that support sustainable economic development**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Economic Development	Develop an Economic Development Strategy	30 June 2019	Economic Development and Communities	On Target

**Comments:**

Workshop scheduled with Councillors for draft review in October.

**EC4: Undertake Council's commercial businesses with appropriate business and entrepreneurial acumen, as effective participants in the region's economic activity.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Land Development - IRC housing estates	Administration of land sales – quarterly marketing of Anne St, Nebo	30 June 2019 (triggered by demand)	Planning and Land Development	On Target
Clermont Sale yards & Showgrounds	Provide efficient and timely solutions to maintenance issues	90% compliance 90% of scheduled program delivered by 30 June 2019	Saleyards and Showgrounds	On Target
	Deliver annual capital works program			
	Develop a Master Plan for the Clermont Saleyards and Showgrounds	30 June 2019		On Target

**Comments:**

Anne Street: Ongoing informal marketing undertaken during Quarter 1.

Clermont Saleyards & Showgrounds: - Maintenance Issues being dealt with accordingly as they arise. No Capital Works to be progressed at this point. Master Plan development progressing.



**EC5: Promote and advocate for the region and our diverse range of industries, to attract people to live, invest in and visit the region.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Advocacy	Advocacy and lobbying to government and industry to achieve Council's advocacy goals	30 June 2019	Economic Development and Communities	On Target

**Comments:**

Advocacy activities continue as the need and opportunity presents itself.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Tourism development	Review and endorse a revised Tourism Development Strategy	30 June 2019	Economic Development and Communities	On Target

**Comments:**

Workshop scheduled with Councillors for draft review in October.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Corporate image library	Update Corporate Image library for corporate and regional promotion.	30 October 2018	Brand Media & Communications	On Target

**Comments:**

Ongoing program, corporate image library has been reviewed to identify gaps and program to update as necessary is being developed. Request for quote is being prepared with a view to undertake this work in the 3<sup>rd</sup> Quarter.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Employer of Choice (OD Plan- P5)	Ongoing promotion of IRC as an employer of choice	30 June 2019	Brand, Media & Communications	On Target

**Comments:**

Developed and delivered Energise Your Career campaign.

**EC6: Proactively promote and support local businesses within the region.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Small Business Week	Host Small Business Week activities	Events across several communities	Economic Development and Communities	On Target
	All attendees rate initiatives as 'good' or better	100% 'good' or better rating		On Target

**Comments:**

Planning underway for Small Business Week in May 2019.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Local Business Support	Develop a Local Business Support Strategy	30 June 2019	Economic Development and Communities	On Target

**Comments:**

Workshop scheduled with Councillors for draft review in October.



# Infrastructure

Isaac will have effective and sustainable Infrastructure that supports the needs of the region's communities and economic sectors

## I1: Plan, provide and maintain effective and sustainable road infrastructure to meet the needs of key economic and community activities.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
National Disaster Relief Recovery Arrangements (NDRRA) Reconstruction Programs (all region)	2016 and 2017 Flood Program delivered, as per schedule	30 June 2019	Infrastructure	On Target

### Comment:

Restoration & betterment works currently underway and on target.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Recoverable Works	Deliver Council's Roads Maintenance Performance Contract (RMPC) across the main road network	Deliver RMPC program	Infrastructure	Monitor

### Comment:

Minor works being undertaken, negotiations as to the delivery of major works currently underway.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Road Infrastructure	Deliver Council's maintenance grading program	Scheduled delivered +/- 10% budget	Infrastructure	Monitor
	Deliver the annual Road Infrastructure Capital Works Program, including carry forward and externally funded projects (R2R, TIDS, etc)	Programmed maintenance works completed within FY +/- 10% budget		Monitor

**Comments:**

Availability of construction water has limited the grading crews throughout the region.

Re-sheeting program on target however future works is fast becoming restricted due to water availability.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Road Infrastructure – Operational Works	Delivery of Infrastructure's operational works (minor drainage, shoulder and pavement issues)	>85 % of budget	Infrastructure	On Target

**Comments:**

Reactive works completed while focus is on areas with available resources.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Road Infrastructure – Private works	Cost effective planning and execution of contracted works	< 10 Working days	Infrastructure	On Target

**Comments:**

None received for first quarter.



SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Bridge Renewal/ Replacement Program	Actively source and secure Bridge renewal/replacement funding	30 June 2019	Infrastructure Planning and Technical Services	On Target

**Comments:**

Currently in the preparation of annual renewal program following the receipt of Maintenance and renewal plan from Australian Road Research Board (ARRB).

**Water and Wastewater Services**

**I2: Provide effective and sustainable water supply and sewerage infrastructure while progressively achieving environmental compliance.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Supply of safe and reliable recycled water	Undertaking studies to determine effluent management plans and upgrade of effluent treatment processes	Compliance with Environmental Authority (DEHP)	Water & Wastewater	On Target
	Undertaking condition evaluations of recycled water Quality	Compliance with Environmental Authority (DES)	Water & Wastewater	On Target
		Compliance and audits completed	Water & Wastewater	On Target
		Isaac Regional Recycled Water program completed and commissioned	Water & Wastewater	On Target

**Comments:**

Recycled Water User agreements in place in all towns in Isaac

No issues with compliance and recent audits with the Department of Environment & Science (DES)

Projects related to the Isaac Regional Recycled Water program have been scoped and most are being tendered in next 1-2 months

### I3: Provide and maintain a network of parks, open spaces and natural features to support the community's quality of life.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Parks and Gardens - Infrastructure works	Deliver infrastructure works to protect Marg's Park from further severe erosion, St Lawrence	30 June 2019 +/- 10% budget	Infrastructure	On Target

#### Comments:

Consultants CQG and Alluvium working on approval to complete works in Marine Park Authority.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Parks and Recreation – Public conveniences	Cleaning, servicing and general maintenance of public conveniences	90% of Council's Service Level Standards met	Parks and Recreation	On Target
	Major and minor improvements of public conveniences	20% increase of condition ratings		Monitor

#### Comments:

Spot audits undertaken. Ongoing inspections and minor repairs of public conveniences. No major works undertaken to date.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Maintenance - Sportsgrounds and open space areas	Improvement in asset rating over previous year	90% of Council's Service Level Standards met	Parks and Recreation	Monitor

#### Comments:

Ongoing dry weather has impacted quality of playing surfaces.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Maintenance - Playgrounds - Maintenance	Continual improvement via agreed program: Compliant and safe playgrounds* **Australian Standards, AS4685 Parts 1 to 6 Undertake a full IRC Playground Audit	100% delivery of playground inspections/quarter  30 June 2019	Parks and Recreation	On Target

#### Comments:

Weekly inspection undertaken. Repairs completed in a timely manner. Full playground audit to be conducted in house by Coordinator.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Management - Parks, gardens and reserves	Continual Improvement in asset condition rating data improvement	Continual improvement in asset condition rating data improvement	Parks and Recreation	Monitor

**Comments:**

Condition of parks and gardens have been maintained in spite of ongoing dry weather. Ongoing monitoring.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Parks, Open Spaces and Recreational Areas	Adopt an Open Space & Recreation Strategy Draft a Regional Park Strategy	30 June 2019	Parks and Recreation	On Target

**Comments:**

Review and development underway by Manager Infrastructure.

**I4: Maintain high preparedness and capability to respond to natural disasters that impact on regional communities and infrastructure.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management – Flood monitoring	Installation of flood monitoring systems as per program	30 June 2019	Organisational Safety	Completed

**Comments:**

Works completed in September 2018 with the installation of a flood monitoring system (as budgeted) upstream Grosvenor Creek (Railway Bridge)

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management - Local Disaster Management Plan (LDMP)	Review and update Local Disaster Management Plan & Sub Plans Undertake testing of disaster capability	30 September 2019 31 October 2019	Organisational Safety	On Target

**Comments:**

Local Disaster Management Plan, Activation of Local Disaster Centre and Bushfire Sub Plans drafted and scheduled for tabling at October LDMG for review and endorsement.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management - Community preparedness and awareness	Annual number of articles incorporated in Council communications  Establish a notification process for across the region for all high risk areas	5  30 November 2019	Organisational Safety	On Target

**Comments:**

As part of the LDMG and revisions were made to the sub plans. Get Ready funding communications also developed and launched. Expressions of interest were sought from the community to implement a Community Liaison Group (CLG) to assist Council in emergent times to better support communities. The CLG LDMG will be a register of interested members of our community Council can contact for information and/or go to for advice during these times.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management – Communications	Upgrade to VHF communications for the region	30 June 2019	Organisational Safety	On Target

**Comments:**

Scoping for project is underway, external provider has been engaged to assist in development of tender documentation.

**I5: Maintain high preparedness and capability to respond to natural disasters that impact on regional communities and infrastructure.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
TV and Radio Broadcasting - Glenden and the Isaac coast	Availability of system	>98%	Information Technology	Monitor

**Comments:**

Service is stable but subject to disruption from local power supply. No major infrastructure changes proposed until long term TV strategy approved by Council.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Management Strategy	Council adopt an Asset Management Plan and Framework	30 June 2019	Strategic Asset	On Target

**Comments:**

Framework adopted Audit 2017. Strategic Asset Management Plan to be finalised by June 2019. Financial Modelling has commenced.



SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Project Accountability	Council adopt a Project Accountability Gateways Framework	30 June 2019	Strategic Asset	On Target

**Comment:**

The members of the Gateway Panel have been chosen. This Panel will assess the 2019/20 Capital Works Proposals.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Fleet and Plant - Utilisation	Delivery of the capital program – replacement program	Programmed works completed +/- 10% of budget	Fleet, Plant and Workshops	On Target

**Comment:**

On Target, however delivery delays due to plant availability.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Road Infrastructure	Delivery of the capital works program - renewal projects	Programmed works completed +/- 10% of budget	Infrastructure	On Target

**Comment:**

Reseal program with Bowen Basin Regional Roads and Transport Group (BBRRTG). Call for Tender expected October 2018.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Community and Recreational Facilities	Improved utilisation of community and recreational facilities/ spaces	95% of requests for spaces for activities are accommodated through utilisation of existing venues	Parks and Recreation	On Target

**Comments:**

All parks are being utilised with positive about a number of facilities.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Facilities Maintenance	Implementation of the annual proactive facilities maintenance program	30 June 2019	Corporate Properties	On Target

**Comments:**

Procurement of proactive maintenance wet season programs progressing, Programs and maintenance progressing.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Corporate Properties – Asset Management	Implementation of the 5/10 year capital works program for corporate properties and for maintenance and renewal of facilities/residential (including review)	30 June 2019	Corporate Properties	On Target

**Comments:**

Progressing to program.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Corporate Properties - Capital Delivery	Delivery Capital Works Program within Budget and time frames	Programmed works completed +/-10% budget	Corporate Properties	On Target

**Comments:**

Progression to program.

**Water and Wastewater Services**

**I5: Strategically operate, maintain and utilise and review the delivery of Council assets to ensure the efficient and cost effective services to the community are met and continuously improved.**

SERVICE AREA	DESCRIPTION	KEY PERFORMAMNCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Provision of Reliable Water Supply and Waste Water Services	Negotiate improved and cost effective allocations with mining companies to ensure sufficient supply at the best value for money	Water allocation and pipeline agreements in place	31 December 2018	Water & Wastewater	Monitor
	Water mains breaks	Per 100km / year	<30	Water & Wastewater	On Target
	Incidents of unplanned interruptions	Per 1,000 connections / year	<50	Water & Wastewater	On Target

## Water and Wastewater Services

I5: Strategically operate, maintain and utilise and review the delivery of Council assets to ensure the efficient and cost effective services to the community are met and continuously improved.

SERVICE AREA	DESCRIPTION	KEY PERFORMAMNCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
	Water quality related complaints	Per 1,000 connections / year	<20	Water & Wastewater	On Target
	Drinking water quality	% of samples tested with no E. coli detection / year	98%	Water & Wastewater	On Target
	Construct/activate a new water connection within the following time frames once the invoice has been paid by the property owner	<ul style="list-style-type: none"> <li>A standard connection</li> <li>A non-standard connection</li> </ul>	<30 business days <50 business days	Water & Wastewater	On Target
	Time to respond to water incidents – water quality complaints, burst mains, supply interruption	% of response to incident <12 hours	<4 hours	Water & Wastewater	On Target
	Sewer mains breaks and chokes (blockages)	Per 100 km / year	<20	Water & Wastewater	On Target
	Sewerage complaints – overflow on properties and odour	Per 1,000 connections / year	<15	Water & Wastewater	On Target
	Construct/activate a new sewerage connection within the following time frames once the invoice has been paid by the property owner	<ul style="list-style-type: none"> <li>A standard connection</li> <li>A non-standard connection</li> </ul>	<30 business days <50 business days	Water & Wastewater	On Target
	Time to respond to sewerage incidents – blockages, chokes, overflows	% of response to incident <12 hours	<4 hours	Water & Wastewater	On Target
	Total water and sewerage complaints (any nature)	Per 1,000 connections / year	<50	Water & Wastewater	On Target
Asset Management	Development of operational (programmed) maintenance program for key active assets - Phase 1	Program developed for Key Assets	31 July 2018	Water & Wastewater	Completed
		2018-19 program delivered	30 June 2019		On Target

### Comments:

Delays related to Anglo Pipeline and raw water agreements. Has been elevated to CEO & Mayor

New Customer Standards this year to meet industry standard – year to date all measures/targets met

New Sampling & Anlysis work instructions has been implemented as part of the IMS.

Asset Management - Planned Maintenance work orders (tasks) now being issued monthly

## Water and Wastewater Services

**I6: Ensure that the assets maintained and constructed are appropriate to the current and future needs of the region's industries.**

SERVICE AREA	DESCRIPTION	KEY PERFORMAMNCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Effective and Efficient Capital Works Delivery	Implementation of effective project and contract management systems and procedures	% of capital program delivered to budget	> 90%	Water & Wastewater	On Target
		All sub programs in the water & wastewater capital program is completed on time and in budget	> 90%	Water & wastewater	On Target

### Comments:

At the end of the 1<sup>st</sup> Quarter, projects are running at approximately 30% completed

New Microsoft Project spreadsheet developed to better track program

SERVICE AREA	DESCRIPTION	KEY PERFORMAMNCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Management	Implementation of programmed (preventive) maintenance across key assets - Phase 1 (WTP/WWTP/SPS)	Computer maintenance management system generating asset work orders	30 November 2018	Water & Wastewater	Completed
	Asset register and condition assessments completed for the Water & Wastewater Commercial Business Unit	All assets with condition assessments logged in system	30 June 2019	Water & Wastewater	On Target

### Comments:

Using Tech-One tasks as work orders until Assetic fully functional

Asset condition assessments being done in Capital works program

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Building and Plumbing Assessments	Certification of building and plumbing works assessment of properly made applications within 20 days	100%	Building Services	On Target
	Adani Carmichael Project - Certification and inspection of plumbing works	100% compliance		Monitor
	Qld Coal Byerwen Project - Certification and inspection of plumbing works	100% compliance		Completed

**Comments:**

Assessments & Audits completed as required.

Adani Carmichael Project - Certification and inspection of plumbing works - Waiting for project start.

Qld Coal Byerwen Project - Certification and inspection of plumbing works - Project completed.



# Environment

Isaac will have an appropriate and sustainable balance between environment, economy and community to ensure our natural resources are sustainably managed and protected.

## E1: Adopt responsible strategic land use planning to balance community, environmental and development outcomes.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Statutory Planning - Regional Planning Scheme	Statutory consultation for Regional Planning Scheme	31 December 2018	Planning and Land Development	On Target
	Adopt new Regional Planning Scheme	30 June 2019		On Target

### Comments:

Meet the Planner sessions held at different locations from 16 July to 23 August 2018. Consultation period extended until 5 October. Additional consultation meetings with coastal community held on 19 September 2018 at Clairview and Carmila



SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Statutory Planning - Local Government Infrastructure Plan (LGIP)	Statutory consultation for Local Government Infrastructure Plan	31 December 2018	Planning and Land Development	On Target
	Adopt new Local Government Infrastructure Plan	30 June 2019		On Target

**Comments:**

Preparation for consultation underway, including the preparation of the Interim LGIP Amendment for the Isaac Regional Planning Scheme.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Development Assessment	Provision of development information and advice within 7 days	100% of requests handled within 7 business days	Planning and Land Development	On Target
	Number of discussions held with investors/developers	Number of meetings held/quarter		On Target
	Applications assessed within prescribed timeframes	100% of applications assessed within legislative timeframes		On Target

**Comments:**

Provision of information – Actioned as required

Number of meetings – Held all discussions as scheduled

Applications assessed – Assessed all applications due in Quarter 1

**E2: Manage and promote natural resources, including culturally significant sites and coastal environments in a responsible and sustainable manner.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Biodiversity	Enhance natural resources through delivery of revegetation projects	Two (2) revegetation/reclaim per annum	Environmental Services	Below Target
	Enhance natural resources through delivery of pest management projects	Four (4) pest management projects		On Target

**Comments:**

Due to drought conditions planting of vegetation on hold. Participation in the GRT landholder workshops.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Wildlife Management	Flying Fox Reserve – Options paper	30 June 2019	Environmental Services	On Target

**Comments:**

Scoping study and site visit completed. Final being prepared for distribution.

**E3: Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Wash-down Facilities	Provide efficient and timely solutions to maintenance issues	Target of 90% compliance	Commercial Outcomes	On Target

**Comments:**

Maintenance completed as identified.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Development Compliance	Standard complaints addressed within 20 business days	100%	Planning and Land Development	On Target
	Number of scheduled inspections and investigations undertaken	100%		On Target

**Comments:**

Standard complaints and scheduled inspections have been actioned as required

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Trade Waste – Application assessments	Month end percentage of trade waste assessment completed within 20 days	100%	Building Services	On Target

**Comments:**

All properly made applications were assessed within the required timeframes.

Waste Management - Essential Services					
SERVICE AREA	DESCRIPTION	KEY PERFORMAMNCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Waste Collection	Delivery of a regular cost effective kerbside waste and recyclables collection services.	% of (unintentionally) missed bins collected within 36 hours	100%	Waste Management	Monitor
Waste Management and Transfer Station/s	Asset maintenance of the Resource Recovery and Transfer Station facilities	Maintain Council's Service Level Standards	90%	Waste Management	On Target
	Delivery of compliant facilities in line with Department of Environment and Sciences (DES) requirements	Conduction quarterly 'in house' audits On time completion of the Annual Return	<5/annum 30 June 2019	Waste Management	On Target
	Develop a suite of strategy documents to support the sustainable delivery of Resource Recovery services and capital works in line with community expectations and Council's resources	Development & Adoption of a public Waste Strategy for the region	30 June 2019	Waste Management	On Target
Stormwater Management	Stormwater & Leachate Management & Rehabilitation Program	Construction of formalised Stormwater & Leachate Program	30 June 2019	Waste Management	On Target
Waste Reduction and Recycling education programs	One media/public notice article in Council communications each quarter	One media/public notice article in Council communications each quarter	1 article/quarter	Waste Management	On Target

#### **Comments:**

Opportunity exists with new contract in 2019 to improve the monitoring of the performance. Current reporting does not provide all data to confirm 100% compliance, however new contract should provide confirmation of how we are meeting this target into the future.

Waste Strategy - Councillor workshop scheduled for 24 October 2018.

Stormwater & Leachate Management & Rehabilitation Program - Tenders close on 24 Oct for Dysart / Moranbah projects.

One media/public notice article in Council communications each quarter - Media release on Plastic bags in MRF recyclables.

**E4: Advocate to all forms of government on matters which impact on the health, wellbeing and sustainability of our region's natural environment.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Revegetation Program	Revegetation of significant sites – based on State identified triggers	Two (2) revegetation project per annum	Environmental Service	Below Target

**Comments:**

Due to drought conditions planting of vegetation on hold.

**E5: Partner with industry and community to minimise environmental harm through appropriate education and regulation.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Wildlife Management	Flying Fox Education Program	30 June 2019	Environmental Services	On Target

**Comments:**

Community engagement commenced.

**E6: Through proactive communication and partnering, increase community awareness of the benefits of having a healthy and diverse environment.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Environmental Health – Illegal dumping	Reduction of illegal dumping through education campaign	Two (2) education activity per annum	Environmental Services	Monitor
	Clean up event in partnership with Natural Resources Officers	One (1) Clean-Up event per annum	Environmental Services	Monitor

**Comments:**

Reduction of illegal dumping through education campaign - Project Briefs have been completed. On hold due to reduced staff levels.

Clean up event in partnership with Natural Resources Officers - Project Briefs have been completed. On hold due to reduced staff levels.



# Governance

Council will be a strong, ethical and effective advocate for the Isaac region, providing transparent and quality decision making, and efficient and cost-effective service delivery.

**G1: Inform, collaborate with and facilitate the empowerment of the community and community groups to make local decisions through effective promotion, communication and engagement.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Media Relations	Number of proactive/positive media stories per month	8/month	Brand Media and Communications	On Target

## Comments:

46 media releases were issued by the BMC team during Q1, including 5 Budget highlight releases. 38 media enquiries were managed during the period. 106 public notices were also issued to the community. Communications solutions were delivered for key Council consultation/engagement projects including Proposed Isaac Region Planning Scheme.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
External Communication - Proactive external publications	Six editions of Isaac News editions delivered to all residents annually  50 weekly editions of Clermont Rag editions and analytics.  Monthly advertising in community newspaper, newsletters and community radio (as scheduled)	29 June 2019	Brand Media and Communications	On Target

**Comments:**

Program met all targets

**G2: Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Community Leasing	Reviewed and endorsed Leasing Strategy with associated Policies	30 June 2018	Corporate Properties/Governance & Corporate Services	Monitor

**Comments:**

Progressed supporting Frameworks, Guidelines and Flowcharts through the Community Tenure and Facilities Advisory Committee.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Community Satisfaction	Bi-annual Community Satisfaction Survey to benchmark importance and level of satisfaction with Council	30 June 2019	Brand, Media and Communications	On Target

**Comments:**

Request for Quote to be developed during the 2<sup>nd</sup> quarter for delivery of the survey in Quarters 3 & 4



SERVICE AREA	DESCRIPTION	KEY PERFORMAMNCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Strategic Planning	Develop a Draft Integrated Water Demand Management Strategy that covers all towns	Endorsement by Council	30 November 2018	Water & Wastewater	On Target

**Comments:**

Scoping document and request for quote sent out

**G3: Pursue financial sustainability through effective use of Council's resources and assets and prudent management of risk.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Stock/Inventory	Stocktakes undertaken twice yearly	31 December 2018 30 June 2019	Procurement and Contract Management	On Target

**Comments:**

First activity to be conducted at end of calendar year 2018.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Procurement (Compliance)	Update compliance with purchasing policy and procedures Annual Employee Awareness Program	30 June 2019 30 June 2019	Procurement and Contract Management	On Target

**Comments:**

Compliance priorities have been defined by the procurement Compliance Review Group. Annual employee awareness program to be preceded by a policy/process review.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Contract /Tender Management	Quarterly percentage of tender documents that are compliant	100%	Procurement and Contract Management	On Target

**Comments:**

No non-compliances reported or detected.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
IT Strategy	Maintain robust information technology systems and applications, including regular audits/assessments	30 June 2019	Information Technology	On Target

**Comment:**

New internet connection and firewall installed to improve IT security and internet capacity.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Fleet Operations	Develop a Fleet and Plant 10 Year Replacement Plan	30 June 2019	Fleet, Plant and Workshops	Monitor

**Comments:**

Project has not progressed due to conflicting priorities. Due to revising Fleet Hire rates. Project should see significant progress next quarter.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Financial Asset Management	Depreciation methodology reviewed and applied	30 March 2019	Financial Services	On target

**Comments:**

Asset revaluation for Roads, Bridges & Drainage and Land & Improvements undertaken including depreciation estimates.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Risk Management	Finalise Risk Management Framework and Policy	30 December 2018	Governance and Corporate Services	Monitor

**Comments:**

Engaged consultant. Commencing inception meetings 3 October 2018. Initial focus is to review and update the Enterprise Risk Management Framework and Policy, with workshopping to occur 3<sup>rd</sup> Quarter to influence the development of an Enterprise Risk Register

**G4: Deliver unique customer focused and responsive services that are based upon a program of continuous improvement.**

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Digital Communication	Enhance corporate website and expand social media presence	30 June 2019	Brand Media and Communications	On Target

**Comments:**

Council's website recorded 52,947 sessions, comprising 28,553 unique browsers and 128,427 page views. Facebook audience grew to 6,860 likes from 6,653 at the end of Q4 2017-18, Twitter reached 428 followers, Instagram 595, while there are 2545 followers on LinkedIn. Council intranet (IRIS) improvement action plan developed and implemented. LGAQ Web services has presented a proposal for migration of Council's web platforms to a new content management system. BMC has reviewed and investigated alternate options for consideration of ELT.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Customer Service Delivery and Customer Relationship Management (CRM)	Review the: <ul style="list-style-type: none"> <li>• Customer Service Strategy and Charter;</li> <li>• Implement a corporate CRM system – continue organisational wide roll-out/functionality</li> </ul>	30 June 2019	Economic Development and Communities – Customer Service Information Technology	On Target

**Comments:**

Business Plan complete. Building scope and programme for request for quote to engage consultants to assist with development of customer service strategy. Implementation of the Corporate CRM Customer Service Component complete by end October 2018. On track.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Learning & Development - Apprentice and Trainees	Apply for approved places and grants to continue the apprenticeship and traineeship program for an annual intake	31 January 2019	People and Performance	Completed

**Comments:**

Grant approval received for 10 Apprentices/Trainees to commence in financial year of 2018/2019. Funding received is \$165,000.00.

G5: Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community in order to continuously improve				
SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Transparent and timely reporting	Percentage of documents (i.e. operational plan assessments, capital project reports and financial reports to council) delivered in accordance with approved timeframes and legislative requirements	100%	CEO/Director	On Target

**Comments:**

All reporting is on track for Quarter 1. All areas of reporting continuing to work on improvements in reporting with continued discussions at ELT and Committees to ensure continual improvement to reporting and to meet the requirements of stakeholders.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Annual Operational Plan	Publish the approved 2019/2020 Annual Operational Plan	30 June 2019	Governance and Corporate Services	

**Comments:**

Not yet commenced.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Internal Audit	Review/Adopt Internal Audit Annual Program	August 2018	Governance and Corporate Services	Completed
	Conduct at least four (4) Audit Meetings	100%		On Target

**Comments:**

Audit & Risk Committee endorsed Internal Audit Annual Program September 2018, pending Council adoption in October 2018. 1<sup>st</sup> Audit for 2018/19 to commence 15 October 2018.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Audit and Risk Program	Hold at least four (4) Audit & Risk Committee Meetings	30 June 2019	Governance and Corporate Services	On Target

**Comments:**

All Audit & Risk Committee meetings undertaken as scheduled

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Annual Report	Publish the approved 2017/18 Annual Report	30 November 2018	Governance and Corporate Services	On Target

**Comments:**

Draft prepared and distributed to all Stakeholders for comment. Scheduled to be presented to the November 2018 Council meeting for adoption.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Budgets and Statutory Reporting	Percentage of documents (i.e. financial reports to council, 2018/2019 Budget, annual financial statements) delivered in accordance with approved timeframes and legislative requirements	100%	Financial Services	On target

**Comments:**

Reporting to Council achieved within timeframes to meet legislative and regulatory requirements.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Accounting Services	Trade Creditors paid within acceptable time limits and terms of invoice	95%	Financial Services	On target

**Comments:**

Creditors paid within acceptable timeframes where invoices received in timely fashion to invoice date.

**COMPLIANCE REFERENCES:**

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- Isaac Regional Council services, levels and Standards
- *Environment Protection Act 1994*
- *Planning Act 2016*
- Australian Drinking Water Quality Guidelines
- Department of Environment and Heritage Protection (DEHP)



# CEO'S ORGANISATIONAL DEVELOPMENT PLAN

The following provides an update on the Organisational Development Plan (ODP) activities as incorporated into the 2018-19 Annual Operational Plan (Pages 10-36)

G - Governance and Planning

O - Organisation and Operations

P - People

W - Women in Local Government



## GOVERNANCE AND PLANNING (G)

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
G01	Embedding the Vision and Key Themes	G01.05	Capture current and develop additional scripts to narrate the "energising the world is what Isaac does" story to create a strong oral tradition around the vision.	MBMC			Q1			Developing work procedure to formalise inclusion of vision and values in communications where applicable
		G01.06	Develop an "introduction" script to at community events to maximise the opportunity for the community to be exposed to the vision video (eg a script which seamlessly introduces Council, pays respects to Traditional Owners, and introduces/plays the video).	MBMC			Q1			Draft scripting trialled at council engagements during Q1
		G01.07	Add a condition for community/other Council grants/assistance to require the vision video to be played at any gatherings that result from the project/activity being funded or supported.	DPECS			Q1			Completed
		G01.08	Expedite the update of the vision video to include recognition of the indigenous heritage of the Region and greater emphasis on emerging renewable energy developments.	MBMC			Q1			Quotations sought from external production house, initial engagement undertaken with representatives of traditional owner groups
G02	Integrated planning	G02.01	Establish integrated planning framework	MGCS			Q2			

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
	and corporate planning cycle		document							
		G02.04	Establish clear direction regarding planning and reporting obligations	DCGFS			Q2			2018/19 Q1: Commenced planning on project and options to progress
		G02.06	Integrate Vision into Corporate Plan Document	DCGFS			Q1			2018/19 Q1: Commenced planning on project and options to progress
		G02.07	Commence process for new Corporate Plan post 2020 election	DCGFS				Q4		
G03	Strategic financial management	G03.03	Integrate financial plan with asset management plans	DCGFS			Q4			
		G03.05	Identify initiatives to diversify revenue and contain costs	DCGFS			Q3			
G04	Asset management	G04.03	Define and demarcate roles of Enterprise Asset Manager, Asset Custodians and Asset Users (including service providers and program managers)	CEO			Q1			Work progressing. Majority of custodians defined. Recent changes in Directorate structures will see custodians for each building asset or facility further defined and signed off within the Operation Asset Register by end of Q2
G05	Risk management	G05.01	Finalise Risk Management Framework and Policy	MGCS			Q2			18/19 Q1 - engaged consultant to commence review. Aim is to have Framework and Policy adopted by January 2019
		G05.02	Establish strategic and operational risk registers	MGCS			Q2			

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		G05.03	Establish risk management procedures and reporting regime	MGCS			Q3			
		G05.04	Adopt hierarchy of operational risk registers and incorporate into business plans	MGCS			Q3			
G06	Organisational performance management	G06.01	Establish organisational performance management framework	MGCS			Q3			
		G06.02	Implement high level organisational performance reporting	MGCS				Q1		
G08	Reporting and agenda development	G08.05	Establish dedicated portal for Elected Members and senior Officers to host distribution of agenda's, corporate documents, registers and other information	DCGFS				Q1		
G09	Standing Orders	G09.01	Facilitate production of new Local Law (Standing Orders)	MGCS			Q1			State Government to release Model Standing Orders and Meeting procedures late October 2018. To review and determine if proceeding to Local Law
G10	Governance-operations interface	G10.01	Establish new Councillor Support Policy outlining the facilities and services that are available to support Elected Members	CEO			Q1			Strategy Planning Session scheduled to review Councillor Support Policy 27/11/2018. Anticipated progression from strategy session to adoption of new policy in by Council at December 2018 meeting.

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		G10.02	Further develop Councillor Help Desk processes and integrate with Customer Service and Workflow systems	CEO			Q1			Councillor Help Desk processes and integration with Customer Service and Workflow Systems raised with IMS Content Specialist Group. Group in hiatus pending temporary resourcing challenges. CRM matter also raised through the IMS forum with ITC.
		G10.04	Establish protocols for building and maintaining trust and teamwork involving Councillors and Senior Officers	CEO		Q4				Ongoing
G11	Audit	G11.03	Adopt annual Internal Audit Programs with stronger relevance to strategic and operational risk registers	MGCS		Q2				2018-21 Internal Audit Plan to be adopted in October 2018. Future Plan's to be influenced by enterprise risk register
G12	Economic development	G12.01	Adopt new Economic Development Strategy, Local Business Support Strategy and Tourism strategy	MEDC			Q1			Project plan on track. All three strategies drafted. Council workshop on Tourism Strategy completed and pending for the other two strategies.
		G12.02	Critically review resource allocation to ensure strategies are achievable	DPECS			Q3			
		G12.03	Establish agreements with regional organisations regarding demarcation and compatibility protocols	MEDC			Q4			

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		G12.04	Establish local task-force as and when required for cooperative approach to exploiting significant economic opportunities involving private sector and community leaders eg Galilee Basin	CEO			Q4			
		G12.06	Undertake research to identify economic triggers for intervention in housing, labour, supply and other impacts of escalated economic activity in the resources and renewable energy resources	DPECS			Q1			Completed
G13	Climate change	G13.01	Adopt Climate Change Policy	DPECS			Q3			
		G13.02	Adopt Climate Change Mitigation Strategy	DPECS				Q1		
		G13.03	Adopt Climate Change Adaptation Strategy	DPECS				Q1		
		G13.04	Critically review resource allocation to ensure strategies are achievable	DPECS				Q2		
G14	Biodiversity	G14.01	Adopt Biodiversity Policy	DPECS			Q1			Progressing as per Project Plan
		G14.02	Adopt Pest Management Strategy and prioritised program	MES			Q3			Progressing as per Project Plan
		G14.03	Adopt Biodiversity Risk Register and Strategy	MES			Q3			Progressing as per Project Plan
		G14.04	Critically review resource allocation to ensure strategies are achievable	DPECS			Q3			Progressing as per Project Plan



Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		G14.05	Facilitate greater collaboration between relevant units in relation to pest and weed management.	MES			Q2			
G15	Advocacy	G15.02	Critically review broader Advocacy Strategy	CEO			Q1			Documentation review commenced. Project Plan dates to be updated. Councillor engagement to be scheduled late Q2 / early Q3 in line with Project Plan for Advocacy Strategy and quarterly Advocacy Plan (G15.03).
		G15.03	Establish a rolling Advocacy Plan on a quarterly basis	CEO			Q1			Documentation review commenced. Project Plan dates to be updated. Councillor engagement to be scheduled late Q2 / early Q3 in line with Project Plan for Advocacy Strategy (G15.02) and quarterly Advocacy Plan.
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.01	Undertake critical assessment of IAHT outlook and future economic and social policy influences in consultation with IAHT Board	CEO			Q1			In progress
		G17.02	Re-define desired strategic objectives from IRC perspective	CEO			Q3			
		G17.03	Consider synergies with IRC, State Government and private sector property	CEO			Q3			

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
			portfolios							
		G17.04	Establish and implement strategic plan	CEO				Q1		
G18	Community engagement	G18.01	Establish Community Engagement Policy	DPECS			Q1			Project plan drafted and initial Council workshop completed, but not commenced due to temporary resourcing challenges
		G18.02	Adopt Community Engagement Guidelines including contemporary alternatives	DPECS			Q1			Project plan drafted and initial Council workshop completed, but not commenced due to temporary resourcing challenges
		G18.03	Specifically adopt program of periodic engagement activities to replace Roundtable Community Meetings	DPECS			Q1			Project plan drafted and initial Council workshop completed, but not commenced due to temporary resourcing challenges
		G18.04	Critically review effectiveness and currency of on-line engagement media	MBMC			Q3			
G19	Indigenous relations	G19.02	Adopt Indigenous Relations policy	CEO DPECS			Q2			Project plan yet to be developed
		G19.03	Undertake engagement with representative elders and organisations and develop Memoranda of Understanding	CEO DPECS			Q3			Effective engagement has been undertaken and is ongoing with Jangga People and Barada Barna People. No Memorandum of Understanding has been developed to date with

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
										focus on the ILUA being couched in meaningful terms. Project plan yet to be developed
		G19.04	Develop a Reconciliation Action Plan	DPECS			Q4			Project plan yet to be developed
G20	Corporate stakeholder relations	G20.01	Adopt Corporate Stakeholders Engagement policy	CEO			Q4			
		G20.02	Develop engagement strategies for each major corporate stakeholder	CEO				Q1		
		G20.03	Establish Memorandum of Understanding giving effect to engagement strategies with each major corporate stakeholder	CEO				Q1		
		G20.04	Establish process for development of Special Charge proposals including communication with relevant stakeholders	CEO				Q1		
G21	Critical instruments	G21.01	Collate readily available existing critical instruments	MGCS			Q2			
		G21.02	Define critical instruments for inclusion in register	DCGFS		Q2				Definition developed and guiding project. All inclusions still being identified as per incremental progress as time permits with other priorities.
		G21.03	Identify gaps in critical instruments register	MGCS			Q3			
		G21.04	Research archival evidence of missing critical instruments	MGCS			Q4			
		G21.05	Establish Legal Action	MGCS		Q4				Register developed,

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
			Register							including a procedure centralised approach to legal instructions.
G22	Statutory compliance	G22.01	Conduct annual statutory compliance audit	MGCS			Q2			1st audit 2018/19 is Legislative Compliance - to commence 15 Oct
		G22.02	Identify greatest risks in non-compliance	DCGFS			Q2			In progress with audits to guide planning and identification of risks/non-compliance
		G22.03	Develop strategies to mitigate risk of non-compliance in prioritised risks	DCGFS			Q3			In progress with audits to guide planning and identification of risks/non-compliance
		G22.04	Implement ISO certified Integrated Management System (IMS) first for water and wastewater business and then explore wider potential application	DWW			Q3			

## Organisation and Operations (O)

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
O01	Organisational structure, workload and resource allocation	O01.01	Conduct critical review of organisational structure to identify gaps, overlaps and under-resourced or over-resourced units	CEO	Q3					High level assessment of change complete. Further detailed work has been completed in two Directorates. Further detailed work underway in one Directorate and will commence soon in another Directorate.
		O01.03	Continue critical review of all vacancies before recruiting including personnel engaged as casual, part-time, temporary and by contract	CEO	Q2					Completed.
		O01.04	Review opportunities for greater integration of property letting functions in relevant directorates.	CEO		Ongoing				Subject to Directorate functional review.
		O01.05	Establish working group to identify opportunities for integrated management of public toilets	DPECS			Q4			Project plan yet to be developed
		O01.06	Identify appropriate unit to undertake land development activities	CEO			Q1			Subject to Directorate functional review.

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		001.07	Establish working group to identify opportunities for integrated management of booking facilities and spaces	DCGFS			Q3			
		001.08	Prepare Transition Plan for transfer of Corporate Properties unit from Planning, Environment and Community Services directorate to Engineering and Infrastructure directorate	DEI			Q2			First draft of Transition Plan for transfer completed.
		001.09	Prepare Transition Plan for transfer of Waste Management unit from Engineering and Infrastructure directorate to Water and Wastewater directorate	DW&W			Q2			Complete
O02	Customer contact	002.01	Conduct major review of customer contact/service	DPECS			Q1			Review progressing and scheduled for completion by 30 June 2019. Options report to be presented to PECS Standing Committee February 2019.
		002.02	Refine existing customer contact arrangements to optimise service levels and distribute workload	DPECS			Q4			Establish working group with a view to establishing service level agreements across the

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
										organisation – December 2019
		O02.03	Strengthen emphasis on use of existing customer service and workflow systems	CEO			Q4			
		O02.04	Develop and implement social media tool(s) eg Apps to establish responsive and appealing new customer contract avenues in lieu of broader social media platforms use by customers				Q2			
O03	Information technology and services	O03.01	Adopt comprehensive IT&S Strategy including review of enterprise architecture, business applications and platforms	CIO			Q1			IT Security Strategy drafted for presentation at next ITC Committee Meeting. Long Term TV Strategy drafted. ITC Principles agreed and posted on IRIS for standardisation of IT matters.
		O03.03	Critically review risks in communications network and mitigate unacceptable risks to business continuity	CIO			Q2			
O04	Project management	O04.01	Establish "Project Accountability Gateways" framework (including policy and procedures) to manage prioritisation and progress of	DCGFS			Q1			18/19 Q1: Framework Developed and launched. Q2 will see commencement



Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
			significant projects at various stages of project life.							of implementation of the Gateway for the 2019/20 budget process
		O04.03	Adopt firm reconciliation, close-out and capitalisation procedures	MFS			Q4			Draft asset policy prepared currently being reviewed, to be presented for adoption.
		O04.04	Continue to build corporate skills, knowledge capacity to support program and project delivery assurance objective	CEO			Q3			
		O04.06	Explore the merit of creating a Major Project Delivery unit	CEO				Q2		
O05	Commercial business activities	O05.03	Review strategic objectives, business plans and resource allocation in Commercial Outcomes Unit	DPECS			Q1			Currently in progress as part of PECS Functional Review
		O05.04	Establish guidelines for development of business plans for commercial activities	MCGS			Q1			
O06	Property management	O06.01	Complete property asset inventory and condition assessment and adopt an asset management plan and a maintenance management plan	MCP			Q1			Completed Asset management plans & programs in 2017/18 – review and update Q3

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		O06.02	Identify property available for commercial purpose (ie other than employee housing) and determine opportunity for disposal and/or leasing	MCP			Q4			Progressing in conjunction with ODP 06.05 – register of properties identified consultation w/ major stakeholders to progress
		O06.03	Liaise with State Government and corporate entities holding significant housing property portfolios to establish longer term housing strategy for each town	CEO			Q1			Major mining houses, accommodation providers and property developers have been contacted to commence engagement
		O06.04	Critically review community facility lease policy	MCP			Q2			Review of Project custodian required
		O06.05	Identify derelict building stock and develop strategy for re-purposing or demolition	MCP		Q3				Continuing in accordance with project brief - 2 x sites completed – register of identified properties across region created to distribute to other stakeholders for review
O07	Regulatory compliance management	O07.01	Review all major regulatory roles and clearly establish the priorities for allocation of enforcement resources	DPECS			Q1			Dog Advisory Committee established - progressing as part

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status of PECS Functional Review
		O07.02	Adopt enforcement regime matrix to clearly define the levels of enforcement (education through to legal action) and the appropriate triggers for escalation	MES			Q1			Dog Advisory Committee established - progressing as part of PECS Functional Review
		O07.03	Critically review the current approach to land use and development compliance management particularly unauthorised development and condition enforcement	MPLD			Q1			Project plan pending but not finalised due to temporary resourcing challenges
		O07.04	Systematically review all Local Laws to determine relevance and adequacy	CEO			Q4			
		O07.05	Establish a Development Assessment Panel to collaboratively review development applications involving relevant asset custodians	PECS			Q2			Project plan yet to be developed
O08	Water and wastewater infrastructure	O08.01	Adopt Total Water Cycle Plan and Strategic Asset Management Plan for each community	DW&W			Q3			Scope Complete and RFQ being sent out in October 2018
		O08.02	Adopt Maintenance Management Plan for water and wastewater assets with express objective to shift	DW&W		Q3				Completed

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
			focus from reactive to proactive maintenance							
		O08.03	Consolidate all water supply arrangements and address all supply security deficiencies	DW&W		Q3				Discussions progressing, Issues related to use of a specific pipeline affecting all agreements
		O08.05	Critically review system monitoring and control risks and install network metering and SCADA infrastructure	DW&W			Q3			SCADA cyber security audit and SCADA tech support in place in October 2018. Infrastructure improvements will be ongoing over next 3 years
		O08.06	Critically review demand management arrangements including application of water restrictions	DW&W			Q1			Completed
		O08.07	Adopt dam integrity and safety management program to mitigate risks	DW&W			Q2			On target for end of Q2 18/19
		O08.09	Negotiate bulk water supply agreements	DW&W		Q3				Discussions progressing, issues related to use of a specific pipeline affecting all agreements

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
O09	Road infrastructure (main roads)	O09.04	Negotiate with State Government to reclassify roads directly servicing major projects as Main roads (eg Boundary Road servicing Carmichael mine)	CEO		Q3	Ongoing			Repeated requests submitted to State Government seeking a response. Awaiting response.
O10	Road infrastructure	O10.01	Adopt Strategic Asset Management Plans for urban and rural road networks and associated structures	MIPTS		Q4				Road Investment Strategy Document has been presented and adopted by Council. Manager IPTS and Manager IPR working with Manager Strategic Assets in the progression of the Road Network Asset Plans. Asset Management Plan for Bridges is near complete as a result of the engagement of ARRB.
		O10.02	Adopt service level based Maintenance Management Plan for road assets with clearly defined intervention levels	MIPTS		Q4				In progress.

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		O10.03	Adopt structural integrity based Maintenance Management Plans for all road structures including bridges culverts and crossings	MIPTS		Q4				Maintenance Management Plans for Bridges completed in July 2018 through the engagement of ARRB. Regional Floodways Program has been established. Other minor structure priorities such as culverts remain for completion in Q1 19/20.
		O10.05	Adopt roadside vegetation management strategy	MIPTS			Q3			
O11	Pavement materials supply - pits	O11.01	Complete inventory, condition assessment and compliance status for all pits	MI			Q1			Relationships established with DES and DAFF and a way forward has been mapped. Compliance status is low and risk considered high. Part of this has been included in the EITP with a

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
										dedicated senior resource being recruited for post 22/11/18 with a view to having focused oversight over pit compliance as well as water sources. Significant acceleration in progress should be realised Q4 18/19.
		O11.02	Adopt pit remediation strategy to address compliance risks	MIPTS		Q4				Generic Quarry Management Plans for IRC Pits completed. Compliance status is low and risk considered high. Relationships established with DES and DAFF and a way forward has been mapped. Part of this has been included in the EITP with a dedicated senior resource being recruited for post 22/11/18 with a



Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
										view to having focused oversight over pit compliance as well as water sources. Significant acceleration in progress should be realised Q4 18/19.
		O11.03	Establish procedures for pavement materials supply including commercial arrangements, approvals and compliance, and logistical supply aspects	MI			Q1			Progressing. Currently executed by way of contract.
O12	Changes in demand for community services and facilities.	O12.01	Adopt Social Infrastructure strategy	MEDC			Q2			A draft project plan has been prepared but requires further review and scoping by MSBD and DPECS
O13	De-centralised operations	O13.01	Adopt a Policy regarding the distribution of staff with commitment to retaining active operations in each town and with defined minimum thresholds of staffing and senior manager presence	CEO			Q1			Not completed. Expected to be undertaken in December 2018

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		O13.02	Establish travel management system to plan and monitor travelling to mitigate risks and improve efficiency	DEI			Q3			Scope preparation in progress
O14	Overtime and work patterns	O14.03	Within budget utilise overtime where beneficial for employee and plant productivity and/or service standards	DEI			Ongoing			
O15	Financial management – expenditure	O15.02	Establish program to encourage and reward initiatives resulting in cost savings	CEO			Q1			Not commenced
O17	External funding	O17.01	Establish external grants register to monitor progress of grant applications from application to acquittal	DPECS			Q1			ELT Capital Works Review Panel now providing oversight. Completed
		O17.03	Conduct periodic program to raise awareness of grant opportunities and skills of grants application writers.	DPECS			Ongoing			Capital Works Review Panel now providing oversight. Completed
O18	Payroll management	O18.01	Complete transitional application of TechOne payroll module	DCGFS			Q4			
O19	Delegations and authorisations	O19.01	Critically review and rationalise delegations from Council to CEO including conditions of delegation where appropriate	MCGS		Q3				Project ongoing, however comprehensive review yet to be planned and commenced

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		O19.04	Review compliance with authorisation obligations (eg identification cards)	IA			Q2			
O20	Procurement	O20.03	Identify TechOne functionality that can be activated to improve procurement diligence (eg contractor WHS compliance)	CIO		Q4				No progress in Q1 18/19. Expect progress by Q3 18/19.
		O20.08	Establish monitoring and reporting arrangements to prevent procurement non-compliance (eg expenditure exceeding statutory thresholds)	MFS		Q4				Utilisation of data analytics through finance system being investigated with contracts and procurement through new procurement committee. Delay with temporary resourcing challenges.
		O20.09	Develop strategic procurement framework	MC&P			Q2			
O21	Records management	O21.02	Establish employee awareness campaign regarding compliance and good practice obligations	CIO		Q3				
		O21.03	Establish reporting regime to monitor records management practices	CIO			Q1			Base set of reports developed, tested and used by records team.
		O21.04	Develop incentives for good records management	DCGFS			Q2			

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
O22	Internal communication	O22.04	Conduct a program to raise awareness and encourage personal communication (telephone or in person) in lieu of electronic communication (emails).	MBMC			Q2			Progressing in accordance with Project Plan. Continuing implementation and delivery through OHS Toolbox talks planned for Q3.
		O22.05	Establish clear guidelines for use of internal media (eg global emails, noticeboards, intranet etc)	MBMC			Ongoing			Progressing in accordance with 12 month Action Plan. Implementation and delivery ongoing to continue reinforcement.
		O22.06	Critically review internal communication media and objectives to explore additional improvements	MBMC			Q4			
O23	Disaster management	O23.01	Implement recommendations of IGEM audit	DCGFS			Q4			Continuing
		O23.02	Undertake further resilience and disaster management planning	DCGFS			Q3			Completed and ongoing
O24	Business continuity	O24.01	Adopt a Business Continuity Plan	DCGFS			Q4			No progress to date. Scheduled to progress Q3 2018/19.

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
O26	Essential Service Platforms	O26.01	Gather data and develop advocacy plan to lobby governments and service providers	SAM			Q4			

## People (P)

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
P02	Workplace health and safety – committee system	P02.01	Establish location based WHS sub-committees with elected representatives from each workplace within the area	MOS			Q2			
		P02.02	Establish an umbrella WHS committee comprising CEO, Directors and sub-committee representatives	CEO			Q2			Completed
		P03.03	Facilitate leadership inspiration by promoting case studies (internal and external)	MPP			Q4			Brief Approved Jan 2018 – due to commence April – June 2019
		P03.04	Explore initiatives to develop managers' coaching and mentoring capacity	MPP			Q4			Brief Approved Feb 2018 - due to commence April – June 2019
P04	Teamwork	P04.01	Adopt a Teamwork Code and prepare marketing collateral to promote teamwork	MPP			Q4			Brief Approved April 2017 – Due to commence now
		P04.02	Facilitate teamwork inspiration by promoting case studies (internal and external)	MPP			Q2			Brief Approved August 2017 – Due to commence now
		P04.03	Facilitate teamwork opportunities between directorates, workplaces and locations	MPP			Ongoing			Completed and ongoing. Closed out.
P05	Recruitment and retention	P05.03	Introduce explicit consideration of retention potential and fitness for the role at recruitment	MPP			Q2			Brief approved January 2018 – Due to commence now

		P05.04	Establish corporate knowledge capture processes	MPP			Q4			Brief approved due to start April – June 2019
		P05.06	Develop a framework for establishing Standard Operating Procedures and Work Manuals in roles that are critical or are subject to high turnover to improve efficiency of on-boarding and induction	MPP			Q3			Brief Approved July 2018
		P05.08	Critically review on-boarding and induction processes and incorporate a mechanism to identify, capture and carry-over knowledge of the previous incumbent	MPP				Q1		Project brief approved. Due to commence July-Sep 2019
		P05.09	Increased emphasis on attraction and retention and more opportunity for "home-grown" recruits eg cadets	MPP			Q1			Brief due now
		P05.10	Review selection criteria and processes to emphasise value of longevity of tenure	MPP			Q1			Brief Approved October 2018 – In planning stage
		P05.11	Develop a package of tangible incentives for enhancement of recruitment and retention	MPP			Q1			Brief is in final draft form
P08	Learning and development	P08.01	Adopt Learning and Development strategy	MPP			Q3			Brief approved January 2018 – due to commence Jan – Mar 2019
		P08.02	Establish corporate training program based on identified needs	MPP			Q3			Brief Approved Jul 2018 – due to commence Jan – Mar 2019



P09	Employee development and performance management	P09.03	Establish annual development plan and performance assessment framework for all employees and raise awareness of the importance of this	MPP		Q3			Brief approved August 2017 – due to commence Jan – March 2019
		P09.04	Establish opportunities for career path management for aspiring employees	MPP		Q4			Brief Approved Jul 2018 – due to commence April – June 2019
P10	Equal Employment Opportunity	P10.02	Identify opportunities for increased number of indigenous and disabled employees using natural attrition and affirmative action in recruitment	MPP		Q2			Brief completed – working through planning stage
P12	Ageing workforce	P12.01	Establish opportunities for older staff to mentor and develop junior staff and to share their skills and experience	MPP		Q2			Brief approved June 2017 – Policy with ELT for approval
		P12.02	Establish an effective transition into retirement program	MPP		Q2			Brief approved January 2018 – Policy with ELT for approval
		P12.03	Facilitate succession planning where imminent retirements are known	MPP		Q2			Brief approved January 2018 – Policy with ELT for approval
P13	Bullying and harassment	P13.02	Establish counselling and reporting program for victims of bullying and harassment	CEO		Q1			
		P13.03	Conduct training to ensure that the difference between performance management and bullying and harassment is understood	MPP		Q2			
P14	Senior employee contracts	P14.02	Facilitate voluntary and compensated contract amendment to eliminate	CEO		Q3			

			bonus provisions in existing employment contracts							
		P14.03	Monitor use and impact of break-out days to determine merit of facilitating voluntary and compensated contract amendment to eliminate break-out day provisions in existing contracts	CEO			Q2			
		P14.04	Explore alternative means by which managers' workloads, stresses and strategic planning needs can be ameliorated	MPP			Q3			Brief approved April 2017 – in planning stages
P15	Employee housing	P15.01	Adopt clear position regarding existing subsidised tenancies being respected	MCP		Q3				Continuing in accordance with project brief
		P15.02	Explore possible subsidised rental and own-finance acquisition schemes for surplus housing stock for low wages employees	DPECS			Q1			Project on hold for review in 2019/2020
P16	Access to devices	P16.01	Explore cost/benefit of various applications of mobile devices for field operations	CIO			Q4			
		P16.02	Progress towards universal access to networked computers in all workplaces	CIO			Q1			Extended universal access to networked computers to Glenden in Q1 where it was not in place previously
P17	Innovation Learning and Collaboration	P17.01	Encouraging staff to think creatively including: a. Reporting back on learning/innovation people have been exposed to b. Knowledge sharing in	CEO			Q2			

			management and other meetings							
		P17.02	Develop a clear Administrative Policy on Innovation and Risk Assessment	CEO			Q1			Completed
		P17.03	Factor bottom-up innovation and Risk Assessment a. Performance agreements b. Business Plans	CEO			Q3			Contemplated in development of Business Plans
		P17.04	Explore opportunities to leverage off GW3 Innovation Project with an innovation event	DPECS			Q2			Project Brief yet to be developed
P18	Employment Contracting	P18.01	Regularly review employment contracting and report to joint Consultative Committee	MPP			Q1			Project complete and ongoing.

## Women in Local Government (W)

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
W01	National Framework For Women	W01.01	Adopt the National Framework for Women in Local Government	CEO			Q1			Completed
		W01.02	Adopt a statement of commitment and promote	CEO			Q1			Completed
		W01.03	Include information and statistics on the implementation of the National Framework for Women in Local Government in the Isaac Regional Council's Annual Report. (Lead Governance and Corporate Services)	CEO			Q2			Completed
W02	Parental Leave	W02.01	Investigate the need/possibility/effect of changes to the current EBA that align paternity leave entitlements to maternity leave entitlements	MPP				Q3		Brief approved November 2018 due to commence Oct – December 2018

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		W02.02	Develop a Paternal Leave Policy and suite of documents that: - Clearly define all Paternal Leave entitlements - Include a Return to Work Strategy that support flexibility, options for returning to work, job sharing, working externally: all conditional on meeting the operational needs of the organisation - Provide guidelines/strategies and timelines for backfilling of positions and effective handovers pre and post Paternal Leave - Include a process for keeping in contact with staff on Paternal (or extended) Leave	MPP			Q4			Brief approved November 2018 due to commence Oct – December 2018
W03	HR Policies	W03.01	Make changes to the Motor Vehicle Policy - 045 in relation to parental use of commuter vehicles	MPP			Q1			Completed
		W03.02	Review and update the Children in the Workplace Policy CEO/ADMIN-015 and investigate possible contingencies for care of children at work due to unforeseen circumstances	MPP			Q2			18/19 Q1 - Policy Drafted.

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		W03.03	Provide private, safe and comfortable space for nursing mothers	MPP			Q3			18/19 Q1 - Policy Drafted.
W04	Gender Balance HR Strategies & Recruitment Process	W04.01	Develop and implement an Organisational Flexibility Strategy	CEO			Q3			
		W04.02	<p>Review recruitment process to ensure they are not gender biased.</p> <ul style="list-style-type: none"> <li>- Ensure position descriptions are gender neutral</li> <li>- Ensure recruitment advertising is designed to appeal equally to woman and men</li> <li>- Look at expanding job advertising to outside the Isaac region, harnessing social media platform to attract a diverse talent pool</li> <li>- De-identify resumes and job applications prior to initial assessment</li> <li>- Ensure the interview process is: <ul style="list-style-type: none"> <li>&gt; Geared toward identifying the most suitable candidate for the business</li> <li>&gt; Is not supporting affinity bias ("like me")</li> </ul> </li> <li>- Takes into consideration and values differing behavioural styles</li> </ul>	CEO			Q2			

Number	Title	Action #	Action	Custodian	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
		W04.03	Implement a mentoring program for woman supported by a Human Resources strategy that ensures woman are given fair opportunity through succession planning, design and implement a Leadership Talent management Strategy that promotes: - Knowledge Sharing - Learning through doing - Learning through others - Supports diversity through succession planning	CEO			Q4			
		W04.04	Develop a culture that is a conducive to equal opportunity and gender balance and values diversity as a strength within the organisation. To effectively deliver a change in culture, consider toolbox education sessions, induction content, regular reviews of Code of Conduct and promoting its importance from the top down	CEO			Q4			
W05	Women in Local Government Advisory Committee	W05.01	Form a new Women in Local Government Advisory Committee post the completion of P10.3.	CEO			Q1			18/19 Q1: Advisory Committee Terms of Reference prepared and recruitment drive underway for members



