

2019-2020 Annual Operational Plan Performance Report

1st Quarter Performance Report
Period Ending 30 September 2019
Resolution Number 6359

Council adopted its 2019-20 Annual Operational Plan on 25 June 2019 (resolution number 6148). 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 2019-2020 Annual Operational Plan for the period ending 30 September 2019.

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	131
Monitor	41
Below Target	6
Not Proceeding	0
Completed	5
Total	183



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:

All inspections completed and a number of additional adhoc inspections undertaken, report and addressed.

(The street light audits are standard, and the results get sent directly to Ergon for action (Key Performance Indicator 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 2020	Corporate Properties	On Target

Comments:

The Project Brief – Housing Portfolio Analysis has been presented to Land and Development Advisory Committee (LDAC). A full Council and ELT workshop on this project brief is planned prior to January 31, 2020. The future over-riding Residential Housing Strategy will be finalised after these consultations, and as part of these works, an Asset and Disposal plan will be formulated. This Acquisition and Disposal program is linked and needs to be derived from the future Residential Housing Strategy, this is on target to be completed and implemented by 30 June 2020.

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

Comments:

Quarter	Programs		# Library Members
	# Programs	# Participants	
1 st Quarter	604	5425	13,432
2 nd Quarter			
3 rd Quarter			
4 th Quarter			

Programs - Including 64 outreach sessions.

Participants – Including outreach sessions.

Library Members - Made up of adult and junior library members (including 281 non-resident members) - nominal Isaac Regional Council population 21,500.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
IRC Halls & Centres Recreation Halls and Gyms Show Grounds	Establish first modernised community hubs (service centres) at Glenden and St Lawrence	30 June 2020	Engaged Communities – Community Hubs	On Target
	Provide and operate halls and centres to deliver safe, efficient and cost-effective services	75% overall satisfaction	Community Facilities	On Target
	Provide effective and timely solutions to maintenance issues	90% compliance**		On Target
	Deliver annual capital works program	Schedules program delivered by 30 June 2020		On Target

	Undertake situational analysis reports for the Middlemount Community Hall, Dysart Civic Centre, Dysart Recreational Centre and Clermont Civic Centre as first stage toward development of a sustainable plan for Isaac halls and centres (stage 1 of W4Q funding - 2019-20 and 2020-21 funding program)	30 June 2020		On Target
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Comments:

Establish Modernised Community Hubs - Transition of Customer Service Officers and Library Assistants to Frontline Service Officers to support establishment of Hubs commenced in Quarter 1.

Maintenance - All maintenance is attended to as required in an efficient manner.

Annual Capital Works - Moranbah Community Centre (MCC) Roof restoration project awarded, and work commences this month.

Situational analysis reports -Procurement documents will be finalised once required scope is approved.

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

Comments:

Maintenance requirements, both short and long term have been proactively addressed.

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 (1) x Customer surveys per year	65% + customer satisfaction		Monitor
	Monthly status reports - 1 per facility per month (participation and usage, activities and events, safety and security,	100% (8/month received and validated)		Monitor

	including hazards and incidents, incident register, water quality, staff and qualifications, asset management (maintenance))			
	Deliver annual capital works program - Maintain sustainable community facilities to deliver safety and efficiency to the community users	Scheduled program delivered by 30 June 2020		On Target
	Provide efficient and timely solutions to maintenance issues	90% compliance		On Target

Comments:

Inspections - Inspections often undertaken at most aquatic centres by staff and exceeds required quantity.

Customer satisfaction - Will be run closer to end of season 2020.

Monthly status reports - Follow up with lessees still required to get this reporting in. Dysart Pool not currently operating due to current Capital Works Project taking place. Pipe work replacement is being undertaken, the delays in work commencing are due to materials not being available.

Scheduled program - All approved projects are underway for Aquatic centres.

Compliance - All maintenance is attended to as required in an efficient manner.

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	IMS Audits on Water and Waste sites	< 10/annum	Water & Wastewater	On Target
	Implement Risk assessment and training	Reporting of near misses	98% of identified near misses reported		On Target
	Safety Management of Contractors	Number of non-compliances and near misses	< 2		On Target

Comments:

IMS Audits —4 IMS audits have been completed this quarter. 24 actions were issues across 4 sites and 7 actions remain open. Compliance and understanding of IMS was high.

Reporting of near misses – 1 Near miss was reported this quarter.

Non-compliance and near misses - 0 Non-compliances or near misses regarding contractors

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Compliance	Integrated Management System in place	Certification - Waste Services	March 2020	On Target

Comments:

Internal Gap Analysis for Waste completed. External Gap Analysis due November 2019.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
MiWater	MiWater complaints due to system failures or errors	1,000 users/annum	<20	On Target

Comments:

1665 Active MiWater users. A total of 4 complaints have been received this financial year which can be attributed to MiWater. All complaints have been resolved.

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 2019	Community Programs	Monitor
	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 2020		Monitor

Comments:

Youth Management Strategy and Policy position - Youth Officer was absent from work in the first quarter. Procedural Review of Youth Centre is currently being undertaken.

Gap Analysis - Working with partner organisations to develop a project scope. Partnering with key stakeholders to develop a plan to address the gaps.

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	Community Programs	On Target

Comments:

A total of \$113,391 was spent in Quarter 1

2018 - 19 Quarter	Number of applications received		
	Major Grants	Minor Grants	Bursaries
1 st Quarter Outcomes	15	34	6
2 nd Quarter Outcomes			
3 rd Quarter Outcomes			
4 th Quarter Outcomes			

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Social Planning	Develop a Social Infrastructure Strategy	30 June 2020	Liveability and Sustainability – Social and Community Planning	Monitor

Comments:

Principal Social Planner role created and operational in Planning, Economic and Community Services structure as of 4 September 2019. Background research and project scoping commenced for Social Infrastructure Strategy.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Community Programs and Events Calendar	Implementation of Annual Calendar* of events 2019/20	30 June 2020	Engaged Communities – Community Hubs	On Target

Comments:

Events calendar being maintained and updated by Community Engagement and Program Events team.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Community Hubs Programs and Events	Coding of Robotics Programs and Annual Isaac Library Tech Fest	31 October 2019	Engaged Communities – Community Hubs	Completed

Comments:

Annual TechFest event delivered in Dysart on 7 September supported by coding and robotics workshops.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Library Services	Modern and engaged library service program delivery	30 June 2020	Engaged Communities – Community Hubs	On Target

Comments:

Completion of annual reporting to State Library of Queensland regards service obligations in.

*** An annual calendar of library programs, events and displays that support; children, the development of family and early literacy, youth, lifelong learning, digital literacy, digital citizenship, multiculturalism and inclusions, creativity and innovation.**

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
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	Engaged Communities – Community Hubs	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 2019 31 March 2020		Monitor

Comments:

Programs, Events and Projects - State Government grant support for Science Week program and First 5 Forever.

Recruitment Program currently being developed for new Volunteers.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Regional Arts Development Fund (RADF)	Acquittal of Arts Queensland Regional Arts Development Fund Grant 2018/2019 2018/20 Round 1 2018/20 Round 2 2018/20 Round 3	30 October 2019 30 September 2019 31 January 2020 30 April 2020	Engaged Communities – Community Hubs	On Target

Comments:

Acquittal for Round 1 will be submitted by 15/10/2019.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Libraries, Museums and Galleries	1,000 hours of volunteering in museums and galleries	30 June 2020	Engaged Communities – Community Hubs	Below Target

Comments:

183 volunteer hours at Clermont Museum in Quarter 1.

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:

Inspections – All applications processed within time requirements

Traffic Management Plans – Monitoring construction sites in conjunction with other Directorates to ensure safety and risk requirements are fulfilled. Plans received are continuously reviewed.

Construction - Meeting targets

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:

Heavy Vehicle – Meeting targets

Designated Route - Frequent inspections and assessments of critical points on routes are carried out.

Road Closure - Applications assessed as received, meeting required time targets.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Plan, Design and Project Manage	2019/2020 Technical services Capital Works Program (new, renewal & upgrades)	90% of projects completed 30 June 2020 + / - 10% budget	Infrastructure Planning and Technical Services	On Target

Comments:

Ahead of schedule aiming for design contracts completed by 1st quarter 2020

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	Four (4) presentations per annum	Community Education and Compliance	Monitor

Comments:

Combined program with Pawsitive Blue Print.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Pest Management	Undertaken Pest Control Activities (Invertebrate)	Two (2) rounds per annum	Liveability and Sustainability	On Target

Comments:

A draft Isaac Region Biosecurity Strategy has been developed for public consultation during Quarter 1, for consideration by Council at the October 2019 ordinary meeting. The plan will assist in prioritising invertebrate pest management activities of Council and the broader community.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Regulatory Compliance	Approved inspection program – animal registration /keeping of animals	30 June 2020	Community Education and Compliance	Monitor

Comments:

The project is in early planning stages.

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	Oversight of development and process for proposed new Indigenous Land Use Agreements (ILUA's)	100% implementation within timeframes	Liveability and Sustainability - Strategic Land Use Planning and Development Assessment	On Target
Native Title	Reporting and consultation on implementation/management of Indigenous Land Use Agreements (ILUA's)	100% implementation within allocated budget and timeframes	Engaged Communities – Community Engagement and Events	Monitor

Comments:

Oversight of development and process (ILUA's) - All ILUA work completed on time.

Reporting and consultation on ILUA's) - Liveability and Sustainability continuing responsibility of task until changeover occurs.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Clermont Historical Centre	A well-attended centre	Number of visitors (yearly trends)	Engaged Communities and Community Hubs	On Target
	One (1) x exhibition a year	Number of tourists/visitors		On Target
	Visitor Information Centre	Number of tourists/visitors		On Target

Comments:

Centre attendance – Quarter 1 visitation – 706 persons

Annual exhibition – Exhibition proposal approved for development. Reflections of Resilience, Woman Who Nursed Generations will be implemented in Quarter 3.

Visitor information Centre – Visitor Information Centre services 859 persons

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Historic Nebo Museum	Courthouse and Jail Cell Building Rectifications	1 exhibition / year	Engaged Communities and Community Hubs	On Target
		Number of people attending museum exhibition (yearly trends)		On Target

Comments:

Exhibition - Annual Bush Poets Smoko programmed for 13 October 2019. Attendance – Quarter 1 visitation: 94 persons

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	Engaged Communities and Community Hubs	On Target

Comments:

All Programs on target.

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"> Three x Regional Touring exhibitions Five x Exhibitions by local or emerging artists 	30 June 2019	Engaged Communities and Community Hubs	On Target

Comments:

Two touring exhibitions hosted. State of the Arts a Quilting Qld retrospective (August-September) and RADF showcase (September-October)

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Cultural Heritage	Grosvenor Complex – Library Wall – Art Work Barada Barna Corporation Stage 1	15 July 2019	Engaged Communities and Community Hubs	Monitor
	Grosvenor Complex – Library Wall – Art Work Barada Barna Corporation Stage 2	30 June 2020	Engaged Communities and Community Hubs	Monitor

Comments

Stage 1 – Stage 1 complete Project delivered by Corporate Properties as part of Town Square project prior to July 2019

Stage 2 – Project to be scoped.

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	Completed

Comments:

Successful delivery of event. Received positive feedback. Crowd numbers were low due to extremely cold temperature.

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
Recovery and Resilience	Review of existing Clarke Creek Community Plan to reflect contemporary recovery and resilience practices	31 December 2019	Liveability and Sustainability – Social and Community Planning	Below Target
	Finalise the implementation of awareness program for Isaac Recover Plan	31 December 2019	Liveability and Sustainability – Social and Community Planning	Below Target

Comments:

Clarke Creek Community Plan – Not yet commenced

Finalise the implementation of awareness program - Not yet commenced. Principal Social Planner role created and operational in Planning Economy and Cultural Services structure as of 4 September 2019.

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 (Organisational Development Plan 20.2)	30 June 2020	Contracts and Procurement	Below Target

Comments:

Preferred Supplier Agreement tenders to be released in the next two months.



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 2020	Economy and Prosperity - Economic and Tourism Development	On Target

Comments:

Research and development progressing with a draft investment attraction framework to be developed for Quarter 3 2020.

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	30 June 2020	Economy and Prosperity - Economic and Tourism Development	On Target

Comments:

Research and development progressing with a draft investment attraction framework to be developed for Quarter 3 2020.

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 a (rolling) 12-month Action Plan to implement priorities of the Economic Development Framework	30 September 2019	Economy and Prosperity - Economic and Tourism Development	On Target
	Implementation of the Economic Development Framework (12 month rolling) Action Plan for 2019-2020	30 June 2020	Economy and Prosperity - Economic and Tourism Development	On Target

Comments:

Development of a 12-month Action Plan – Draft delivery plan to be presented to Council Quarter 2.

Implementation of the Action plan - Draft delivery plan to be presented to Council Quarter 2.

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 2020 (triggered by demand)	Economy and Prosperity	On Target
Clermont Sale yards & Showgrounds	Provide efficient and timely solutions to maintenance issues	90% compliance	Economy and Prosperity - Saleyards and Showgrounds	On Target
	Deliver annual capital works program	90% of scheduled program delivered by June 2020		
	Deliver Revitalisation Project works	30 June 2020		
	Develop a Master Plan for the Clermont Saleyards and Showgrounds	30 June 2020		On Target

Comments:

Land Development – No enquiries to date.

Maintenance and Capital delivery targets – being met, no non-compliances to date.

Revitalisation project – Projects progressing to program.

Master Plan – Projects progressing to program.

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 2020	Economy and Prosperity – Economic and Tourism Development	On Target

Comments:

All advocacy being met as required.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Tourism	Implementation of Tourism Strategy	30 June 2020	Economy and Prosperity – Economic and Tourism Development	On Target

Comments:

Draft delivery plan to be presented to Council in Quarter 2

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	Economy and Prosperity - Economic and Tourism Development	Monitor
	Development and rollout Educational Program	100% 'good' or better rating		On Target

Comments:

Small Business week activities - Planning progressing for event in Quarter 2.

Education Program - Planning progressing for event in Quarter 2.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Local Business Support	Implementation of Local Business Support Strategy	30 June 2020	Economic Development and Communities	On Target

Comments:

Draft delivery plan to be presented to Council in Quarter 2.



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
Recoverable Works	Deliver Council's Roads Maintenance Performance Contract (RMPC) across the main road network	Deliver RMPC program	Infrastructure Parks and Recreation	On Target

Comment:

Claim submission up to date. July & August 2019 claims submitted, and September 2019 claim being prepared for submission in October 2019.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Road Infrastructure	Deliver Council's maintenance grading program	Scheduled delivered +/- 10% budget	Infrastructure Parks and Recreation	On Target
	Deliver the annual Road Infrastructure Capital Works Program, including carry forward and externally funded projects (Roads 2 Recovery, Transport Infrastructure Development Scheme, etc)	Programmed maintenance works completed within FY +/- 10% budget		On Target

	Significant Road Infrastructure Pave, rehabilitation and/or seal: - Pasha Road - Mackenzie River-Capella Road - Golden Mile Road	Schedule delivered +/- 10% budget		Monitor
	Resurfacing works as per schedule of locations	Schedule delivered +/- 10% budget		Monitor

Comments:

Maintenance grading program - Grading program on track. Will be impacted by water availability in near future in some areas.

Road Infrastructure Capital Works Program - Scoping, design and planning for most projects well progressed.

Significant Road Infrastructure Pave, rehabilitation and/or seal:

- Pasha Road - drainage works progressing with contractor. Contractor appointed for first 13km. Council's 10km section underway. Note budget concern with overall scope and potential for additional \$1,000,000.
- Mackenzie River/Capella - project planning commenced.
- Golden Mile - design consultant appointed, and design commenced.

Resurfacing works - Bowen Basin Regional Roads and Transport Group (BBRTG) combined tender with other councils being negotiated. Action required to progress.

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 Parks and Recreation	Monitor
	Deliver operations programs for the North Coastal regions	30 June 2020		On Target

Comments:

Operational Works - Works being delivered as per program

Operations programs for the North Coastal Regions - Routine maintenance conducted and ongoing.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Road Infrastructure – Private works	Cost effective planning and execution of contracted works	Programmed maintenance/private works +/-10% budget	Infrastructure Parks and Recreation	On Target

Comments:

Minor private works completed as a response to infrastructure damaged caused through road incidences.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Bridge Renewal/ Replacement Program	Actively source and secure Bridge renewal/replacement funding	30 June 2020	Infrastructure Planning and Technical Services	Monitor

Comments:

Condition of bridge assets under review for renewal/replacement funding strategy. Grant funding sources pursued.

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 (DES) - 100% Compliance	Water & Wastewater	On Target
	Undertaking condition evaluations of recycled water Quality	Compliance with Environmental Authority (DES) - 100% Compliance	Water & Wastewater	On Target
		Isaac Regional Recycled Water program completed and commissioned 30 June 2020	Water & Wastewater	On Target

Comments:

Undertaking Studies to determine effluent management plans and upgrade of effluent treatment processes - No compliance issues.

Undertaking condition evaluations (Compliance) – Have met all environment guidelines.

Undertaking condition evaluations (Isaac Regional Recycled Water Program) - Proving process ongoing. Official Opening planned for January 2020.

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:

Marg's Park design and planning 90% complete. Other projects on track.

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		On Target

Comments:

Maintenance - Spot audits completed. Customer complaints minimal and addressed accordingly.

Major and minor improvements - Ongoing inspections and minor repairs undertaken. No major works undertaken or planned in financial year.

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	On Target
	Renewal/replacement of softfall throughout parts of the region	30 June 2020		On Target

Comments:

Improvement on asset rating – Additional irrigation has improved playing surfaces. Dysart and Middlemount Recreational Ovals have had new irrigation installed as well as an upgrade of the effluent line diameter at Moranbah Eastern sporting fields which has improved playing surfaces.

Renew/replacement of softfall – softfall requirements being scoped and costed with current CAPEX 19/20 budget with further bidding to occur in PAG process for 20/21 CAPEX.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Maintenance - Playgrounds - Maintenance	Continual improvement via agreed program:	100% delivery of playground inspections/quarter	Infrastructure Parks and Recreation	On Target
	Compliant and safe playgrounds* *Australian Standards, AS4685 Parts 1 to 6	30 June 2019		
	Undertake a full IRC Playground Audit			
	Upgrade/replacement of playground equipment and structures throughout the region	30 June 200	Infrastructure Parks and Recreation	On Target

Comments:

Playground Audit - Weekly playground inspections on target. Playground audit training carried out. Repairs and maintenance on target. Full playground audit planned for later in financial year.

Upgrade/replacement of Playground equipment - Planned upgrade/replacement (as per capital budget) in Request for Quote stage and on target.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Management - Parks, gardens and reserves	Continual Improvement in asset condition rating data improvement	20% increase of asset condition ratings	Infrastructure Parks and Recreation	Monitor

Comments:

Parks, gardens and reserves in fine condition. Some locations beginning to suffer from heat and drought.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Parks, Open Spaces and Recreational Areas	Adopt an Open Space & Recreation Strategy	30 June 2020	Infrastructure Parks and Recreation	Monitor
	Draft a Regional Park Strategy			

Comments:

Review and development of strategy in progress. First draft workshopped on 22-10-19 with feedback from Councillors. A special ordinary meeting has been arranged for the 05-11-19 to review final Draft before community/public consultation.

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 2020	Organisational Safety	Monitor

Comments:

Surveyors being engaged by Central Highlands Regional Council along the Isaac, Connors river and the surrounding properties. This affects Isaac by way of us having the flood level mapping (correlating local knowledge and surveying) for the Isaac rivers, specifically this will support downstream but potentially for planning arrangements also.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management - Local Disaster Management Plan (LDMP)	Review and update Local Disaster Management Plan & Sub Plans	31 October 2020	Organisational Safety	On Target

Comments:

The LDMP review is completed. Subplans including bushfire, cyclone and activation have been reviewed and endorsed. Several other plans are currently under review.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management - Community preparedness and awareness	Communication program to inform the community of Get Ready programs (October - March)	31 March 2020	Organisational Safety	On Target

Comments:

Communications plan endorsed and project communication commenced.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management – Communications	Upgrade to VHF communications for the region	30 June 2020	Organisational Safety	On Target

Comments:

Communications plan endorsed and project communication commenced.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management – Resilience	Natural Disaster Resilience Structure – Construction of eight (8) floodway's	30 June 2020	Infrastructure and Technical Services	On Target

Comments:

Tenders advertisements 4/10/2019 closure 25/10/2019 and construction award January 2020.

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	On Target

Comments:

Still have issues with the signal from Broadcast Australia in Mackay. Working with them to find a solution while the transition strategy is finalised.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Management Strategy	Draft Asset Management Plan and Framework	31 December 2019	Strategic Asset	On Target
	Council adopt an Asset Management Plan and Framework	30 June 2020	Strategic Asset	On Target

Comments:

Draft Asset Management Plan and Framework - Strategic Asset Management Plan is taking preference over Asset Management Plans by Asset Class.

Adopt Asset Management Plan and Framework - Draft Strategic Asset Management Plan to be taken to Council early in 2020.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Project Accountability	Council adopt a Project Accountability Gateways Framework	30 June 2020	Strategic Asset	On Target

Comment:

Project Accountability Gateway process for 2020/21 Budget process agreed by the Executive Leadership Team.

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:

The 2019/20 Capital Fleet and Plant replacement programme is well under way, Current status is;

8 Fleet Vehicles Delivered

14 Fleet vehicles on order (due Dec)

12 Fleet vehicles having specifications finalised – to Be ordered Jan-Feb 2020

8 Mowers having specifications finalised – to be ordered Nov 19

1 Prime mover and Trailer ordered (due May 2020)

1 Replacement truck on order (due Feb 2020)

It is envisaged that the Fleet and Plant replacement programme will be completed in June 2020 with zero carry forwards anticipated

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:

Sealed rehab program to be delivered by contract works and to commence mid-October 2019. Unsealed road re-sheeting program progressing well. All works programmed and gravel/water stocks scheduled

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 requests for activities have been accommodated within existing venues thus far, this financial year.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Facilities Maintenance	Implementation of the annual proactive facilities maintenance program	30 June 2020	Corporate Properties	On Target

Comments:

Maintenance works ongoing as per program

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 2020	Corporate Properties	On Target

Comments:

The residential 5-year capital program is complete, and implementation instigated. Condition assessments on the majority of the administration buildings are complete and will be accommodated in the revised 5-10-year capital renewal plan.

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:

Tracking well, Miners Memorial is current priority, dealing with lack of trades.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Customer Service (connectivity)	Upgrade telephony system	June 2020	Information Technology	On Target

Comments:

The upgrade has been ordered. Aiming for installation in November 2019.

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 PERFORMANCE 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 2019	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 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"> A standard connection A non-standard connection 	<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"> A standard connection A non-standard connection 	<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	Planned Maintenance Program on all W&W assets	2019-20 program delivered	30 June 2020	Water & Wastewater	Monitor
	Asset Management Plans	All Water and Waste plans in place	30 June 2020		Monitor

Comments:

Water allocation and pipeline agreements - Evaluation/condition assessments of supply networks in MMT and MBH are underway. Tender for 180 ML water supply from Sunwater also progressing. Offer from Anglo American tabled and is under review.

Water Main Breaks - The target for the 1st Quarter is 7.5 water main breaks / 100km. Currently, Council has received 1.6 complaints / 100km of water mains with 4 complaints recorded, thus well within target limit.

Incidents of unplanned interruptions – The target for the 1st Quarter is 12.5 unplanned interruptions / 1000 connections. Currently, Council has had 18 unplanned interruptions, resulting with a rate of 2.1 unplanned interruptions / 1000 connections, which is well within the target limit.

Water quality related complaints - Well within the target limit. The target for the 1st Quarter is 5 complaints / 1000 connections. Council has currently received a total of 5 complaints, resulting with 0.59 complaints / 1000 connections being received.

Drinking water quality - Council is currently 100% compliant with water quality criteria as per the Australian Drinking Water Guidelines.

Construction/activate a new water connection – Target met with Council being 100% compliant.

Time to respond to water incidents - Target met with Council being 100% compliant.

Sewer mains breaks and chokes (blockages) - The target for the 1st Quarter is 5 sewer breaks and chokes / 1000 connections. Council has currently received a total of 15 complaints, resulting with 1.9 sewer breaks and chokes / 1000 connections, well within Council's target.

Sewerage complaints – overflow on properties and odour - The target for the 1st Quarter is 3.75 sewer complaints in relation to overflows or odour / 1000 connections. Council has currently received a total of 8 complaints, resulting with 1.0 sewer complaint in relation to overflows or odour / 1000 connections, well within Council's target.

Construct/activate a new sewerage connection - Target met with Council being 100% compliant.

Time to respond to sewerage incidents - blockages, chokes, overflows - Target met with Council being 100% compliant.

Total water and sewerage complaints (any nature) – Well within target limit.

Maintenance Program – Data being updated by tablets and synchronising with Technology One. Adaptation of Operations Team is slower than expected.

Asset Management Plans - Needs to be in alignment with new Directors requirements and Annual Operational Plan.

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 PERFORMANCE 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
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Comments:

% of capital program delivered to budget – Significant progress has been achieved in Purchase Order award to date.

All sub programs in the water & wastewater capital program is completed on time and in budge - Actual construction completion requirements being met.

SERVICE AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Management	Implementation of programmed (preventive) maintenance across key assets (WTP/MWTP/SPS)	Computer maintenance management systems generating asset work orders	30 June 2020	Water & Wastewater	On Target
	Asset register and condition assessments completed for the Water & Waste	All assets with condition assessments logged in systems	30 June 2020	Water & Wastewater	On Target

Comments:

Computer maintenance management systems generating asset work orders – Operational Team to complete tasks assigned before new tasks generated.

All assets with condition assessments logged in systems - As Tasks are generated for each asset, condition ratings are provided by the operations team.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Building and Plumbing Assessments	Certification of building and plumbing works assessment of properly made applications within 10 days	100%	Community Education and Compliance	On Target

Comments:

4 properly made building applications received and certified within 10 business days.

28 properly made plumbing applications received, with 27 certified within 10 business days. One application was issued an information request and assessed accordingly.



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 2019	Liveability and Sustainability –Strategic Land Use Planning and Development Assessment	On Target
	Adopt new Regional Planning Scheme	30 June 2020		Below Target

Comments:

Statutory Consultation Regional Planning Scheme – Coastal hazard study completed. Scheme provisions being redrafted for exhibition November 2019. Due to timing of Council elections, consideration of the adoption of the planning scheme by Council has been postponed to mid-2020.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Statutory Planning - Local Government Infrastructure Plan (LGIP)	Statutory consultation for Local Government Infrastructure Plan	31 December 2019	Liveability and Sustainability –Strategic Land Use Planning and Development Assessment	Monitor
	Adopt new Local Government Infrastructure Plan (consolidated)	31 December 2019		Below Target

Comments:

Statutory consultation for Local Government Infrastructure Plan - Work commenced on preparing Local Government Infrastructure Plan for consultation.

Adopt new Local Government Infrastructure Plan (consolidated) - Work commenced on preparing Local Government Infrastructure Plan for consultation - anticipated adoption date June 2020.

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	Strategic Land Use Planning and Development Assessment	Monitor
	Number of discussions held with investors/developers	Number of meetings held/quarter		Monitor
	Applications assessed within prescribed timeframes	100% of applications assessed within legislative timeframes		Monitor

Comments:

Requests – All requests handled within 7 business days.

Meetings – Total of 11 pre-lodgement meetings held during Quarter 1.

Applications – Timeframes for assessment impacted by team resourcing. Estimated 20% outside of legislative timeframes, plus an estimated additional 20% of caseload has required management through extension provisions under the Planning Act 2017 resourcing.

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 pest management projects	Four (4) pest management projects	Liveability and Sustainability Environment and Biodiversity	On Target

Comments:

Council completed 1 of our scheduled 4 programs for the year (1080 baiting program is a wild dog/pig eradication program working with landowners on managing this pest).

Also, Isaac Regional Council manages a dingo scalp bounty program, which has resulted in 216 scalps during Quarter 1.

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 requirements short and long term have been proactively addressed. All have been completed except a loading gate to be installed, the facility is operational.

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

Comments:

4 complaints investigations raised during Quarter 1.

Development compliance procedures to be reviewed upon recruitment of new officer.

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

Comments:

One trade waste application received and assessed within 20 business days.

EN3: Environmental Management

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Environmental Management	Observance of Environmental procedures & Field Audits	<5/annum	Water and Wastewater	Monitor

Comments:

Two environmental incidents reported at Middlemount.

Waste Business Performance Targets					
SERVICE AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Waste Management Operations and Management	Missed Services	Number of missed services/months	<10 per 5000 services	Waste Management	Monitor
	Collection of missed services	Response time for collection of missed services	90% within 36 hours		Monitor
	Bin repair/replacement requests	Response time to repair/replacement requests	90% within 5 working days		Monitor
Landfills and Transfer Stations	Compliance with Environmental Authority (EA)	Compliance with all elements of EA	<95% Compliance	Waste Management	On Target
	Delivery of compliant facilities in line with Department of Environment and Science (SED) requirements.	Compliance with all elements of EA	<95%		On Target
	Nuisance complaints (odour/litter)	Number of complaints/1,000 transactions/site	<20/annum		On Target
	Notices of scheduled site closures	Public notices	>7 days		On Target
	Develop a suite of strategy documents to support the sustainable delivery of Waste Management services and capital works in line with community expectations and council resources	Development and adoption of a Public Waste Strategy for the region	30 October 2019		On Target
Complaints	Customer complaints non-price related	Number of complaints/1,000 transactions/site	<10/annum	Waste Management	Monitor
Stormwater Management	Stormwater & Leachate Management and Landfill Rehabilitation (Moranbah, Clermont)	Construction of formalised Stormwater & Leachate Program	30 August 2019	Waste Management	Completed
Transfer Station Asset Management	Maintenance on Transfer Station/s across the region	Transfer Station Asset Maintenance	30 June 2020	Waste Management	Monitor
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:

Missed services/collect of missed services - 23 Missed Bins reported through CRM. New Contract will create improved performance from Quarter 2.

Bin repair/replacement requests - 56 Replacement / repair requests. 45 were delivered within 5 working days New Contract will create improved performance from Quarter 2.

Please note that the comment "New Contract will create improved performance from Q2" is in relation to Cleanaway's live portal "Cleanaview" which captures every lift, missed service, replacement etc in real time. We will have access to reports from this system which will assist with identifying any gap in rates waste charges as well as response times to requests. Transparency and reportability of this live system will allow for improved Contract Management and monitoring.

Compliance with EA – Working towards full compliance at all sites.

Delivery of Compliance with EA – Working towards full compliance at all sites.

Nuisance Complaints – 1 complaint – Moranbah.

Notices of scheduled site closures - Statutory Holidays - All Sites St Lawrence closed 16 September due to death in the community.

Develop and adoption of a Public Waste Strategy - Resource innovations updating data for 2018/19 Financial Year.

Complaints - 1 - Clermont Waste Facility opening hours

Stormwater Management - Programmed for a tender award. Council meeting March 2020.

Transfer Station Asset Management - Needs to be in alignment with new Directors requirements and Annual Operational Plan.

Waste Reduction and recycling education programs - Extensive communications around Waste Levy and New Waste and Recycling Contract.

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	Four (4) revegetation project per annum	Liveability and Sustainability Environment and Biodiversity	Monitor

Comments:

Maintaining 1 x significant site in Clermont, Phase 2 will commence early 2020.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Wildlife Management	Flying Fox Reserve – Options paper	30 June 2020	Liveability and Sustainability Environment and Biodiversity	On Target

Comments:

Flying fox SoMI implemented for 2019 season. SoMI is the Statement of Management Intent, developed by Council in 2018 to manage flying fox roosts in urban areas of Isaac region. The responses to this are generally to monitor and contain roosts in urban areas to minimise extent of community impacts. Roost monitoring occurring in Nebo, Moranbah and Clermont.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Reef and Coastal Management	Reef guardian projects - participate in regional partner programs	30 June 2020	Liveability and Sustainability Environment and Biodiversity	Monitor

Comments:

Review of partnerships and grants available for collaborative projects being undertaken.

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	30 June 2020	Community Education and Compliance	Monitor
	Clean up event in partnership with Natural Resources Officers	One (1) Clean-Up event per annum	Community Education and Compliance	Monitor

Comments:

Education campaign and clean up event – Planning and project plans developed.



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:

20 media releases issued by the BMC team during Quarter 1. In addition, 105 public notices were distributed to the community which are increasingly a source of information for the media, BMC also managed 80 media enquiries.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
External Communication - Proactive external publications	Six editions of Isaac News editions delivered to all residents annually 48 weekly editions of Clermont Rag editions and analytics. Monthly advertising in community newspaper, newsletters and community radio (as scheduled)	29 June 2020	Brand Media and Communications	On Target

Comments:

All programs deliverables on target. July and September editions of Isaac News distributed to the community. 13 Clermont Rags have been published and distributed during Quarter 1.

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 2020	Community Facilities	Monitor

Comments:

This will not commence until new Manager Community Facilities commences with Council late October 2019.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Annual Operational Plan	Publish the 2020/21 Annual Operational Plan	30 June 2020	Governance and Corporate Services	On Target

Comments:

Project not scheduled to commence until Quarter 3.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Corporate Plan	Draft develop new 5-year Corporate Plan for adoption early 20/2021 (includes community consultation)	30 June 2020	Governance and Corporate Services	On Target

Comments:

Preparing scope of works and project plan to engage consultant.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Workplace Health and Safety	Workplace Health and Safety Strategic Committee and Operational Workplace Health and Safety Committee meetings to be held at least quarterly (includes regular review of policies, procedures and audits)	30 June 2020	Organisational Safety	On Target

Comments:

Committees function well, some minor adjustments relating to rotations through the strategic committee, but this will begin to be finalised.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Staff Development	Adopt a Learning and Development Strategy	30 June 2020	People and Performance	On Target

Comments:

The Learning and Development Strategy is currently in progress.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Price Path	Develop Water and Wastewater five-year price plan	Price path adopted December 2019	Water and Sewerage	On Target

Comments:

A Draft Price Path has been developed under the current billing method, pending Director and Finance review.

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 2019 30 June 2020	Procurement and Contract Management	On Target

Comments:

To be completed in December 2019.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Procurement (Compliance)	Update compliance with purchasing policy and procedures Annual Employee Awareness Program	30 June 2020 30 June 2020	Procurement and Contract Management	Monitor

Comments:

Ongoing compliance review. Procurement Compliance Review Group regular meetings. Training has been provided to staff and new staff members are requested to attend generic procurement training. Procurement & Disposals Policy & guidelines updated

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:

All tender documentation undergoing review.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
IT Strategy	Maintain robust information technology systems and applications, including regular audits/assessments	30 June 2020	Information Technology	On Target

Comment:

General stability across all systems. Detailed network diagrams completed for both data centres and regional offices. Progress on Information Technology security presented to Audit & Risk committee.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Fleet Operations	Develop a Fleet and Plant 10 Year Replacement Plan	30 June 2020	Workshops, Fleet and Plant	On Target

Comments:

The Corporate Properties and fleet are team are currently compiling data to finalise a revision of internal plant hire rates for 20/21 FY and formulation of a Draft Fleet and Plant 10 year replacement program, This is a large body of work to complete, as we must ensure we are making informed decisions based on validated data, It is expected that this work will completed in the 2nd week of Nov 2019. Once this is reviewed by the Director E&I the department will look at setting up information workshops and then submission to Council. Subject to review and acceptance it is anticipated to have this to council as soon as practicable.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Financial Asset Management	Depreciation methodology reviewed and applied	30 March 2020	Financial Services	On Target

Comments:

Depreciation methodology and estimates reviewed through valuation and audit applied.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Risk Management	Develop Business Continuity Plan	30 June 2020	Governance and Corporate Services	On Target
	Review and monitor Strategic and Operational Risk Registers	30 June 2020		On Target

Comments:

Business Continuity Plan - Scope for consultant being drafted.

Strategic and Operational Risk Registers – Registers being reviewed.

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 2020	Brand Media and Communications	On Target

Comments:

Go-live has occurred in Quarter 1. Council's website recorded 127,005 sessions in Quarter 1 comprising 50,508 unique browsers and 100,876-page views.

Facebook audience at end of Quarter 1 was 7845, Twitter 587, Instagram 758 and LinkedIn 3231.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Customer Service Delivery and Customer Relationship Management (CRM)	Review the: <ul style="list-style-type: none"> • Customer Service Strategy and Charter; • Implement a corporate Customer Relationship Management system – continue organisational wide roll-out/functionality 	30 June 2020	Engaged Communities – Information Technology	Monitor

Comments:

Forms part of delivering Planning Environment and Community Services function review to consolidate customer service functions.

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	On Target

Comments:

Proforma has been submitted (9.7.2019). Allocations have yet to be decided by the Department.

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
Internal Audit	Review/Adopt Internal Audit Annual Program	01 August 2018	Governance and Corporate Services	Completed
	Conduct at least four (4) Audit Meetings	100%		On Target

Comments:

Review/Adopt Internal Audit Program - 3 year Rolling Internal Audit Plan Endorsed Audit & Risk in September 2019.

Number of Audit meetings - Internal Audits on track. 1st Quarter Audits completed

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Audit and Risk Program	Hold at least four (4) Audit & Risk Committee Meetings	30 June 2020	Governance and Corporate Services	On Target

Comments:

All scheduled Meetings held as per calendar.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Annual Report	Publish the approved 2018/19 Annual Report	30 November 2020	Governance and Corporate Services	On Target

Comments:

Drafting of Annual report on track. Pending financial information and internal consultation/review.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Budgets and Statutory Reporting	Percentage of documents (i.e. financial reports to council, 2019/20 Budget, annual financial statements) delivered in accordance with approved timeframes and legislative requirements	100%	Financial Services	On Target

Comments:

Financial reporting undertaken within prescribed timeframes to date.

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 have been paid within the payment terms for the July to September quarter.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Quadrennial Local Government Elections	Council Elections 2020 - completed all relevant activities related to the Elections (e.g. Caretaker period, Councillor Inductions)	30 April 2020	Governance and Corporate Services	On Target

Comments:

Planning commenced on internal guidelines, procedures for pre and post-election.

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 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G02	Integrated planning and corporate planning cycle	G02.01	Establish integrated planning framework document	MGCS		Q1				Commenced planning for project
G02	Integrated planning and corporate planning cycle	G02.04	Establish clear direction regarding planning and reporting obligations	DCGFS		Q1				2018/19 Q1: Commenced planning on project and options to progress - 18/19Q2 - work continuing
G02	Integrated planning and corporate planning cycle	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			Asset Management plans currently being progressed through Enterprise Assets following completion of Project Accountability Gateway process through 19/20 budget
G03	Strategic financial management	G03.05	Identify initiatives to diversify revenue and contain costs	DCGFS			Q3			Revenue sources reviewed through budget process, along with monitoring expenses against Long term financial forecast (LTFF). This included identifying zero based business units.

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	Q4					Work progressing. Majority of custodians defined. Changes in Directorate structure incorporated into Asset Register building custodian structure.
G05	Risk management	G05.02	Establish strategic and operational risk registers	MGCS			Q2			18/19 Q2 Risk workshops scheduled for Feb/March 2019 18/19 Q3 Workshops held with Councillors, ELT, and across region Q4 2018/19: Risk Registers in draft and based on Directorates. To be further progressed with 2019/20 Business Plans 2019/20 Quarter - scheduling meeting with Directorates to finalise Risk Registers
G05	Risk management	G05.03	Establish risk management procedures and reporting regime	MGCS			Q3			Q4 2018/19: Currently developing options for reporting and researching suitable applications to facilitate the Risk Registers, including the capture, monitoring and reporting
G05	Risk management	G05.04	Adopt hierarchy of operational risk registers and incorporate into business plans	MGCS			Q3			Q4 2018/19: Risk Registers in draft and based on Directorates. To be further progressed with 2019/20 Business Plans

G06	Organisational performance management	G06.01	Establish organisational performance management framework	MGCS			Q3			Q4 2018/19: Commenced considerations in 2019/20 business plan framework and reporting
G06	Organisational performance management	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		The portal exists in IRIS. Brand Media and Communications and the Office of the CEO are reviewing functionality.
G09	Standing Orders	G09.01	Facilitate production of new Local Law (Standing Orders)	MGCS			Q1			Adopted State Government model Standing Orders and Meeting procedures 20 November 2018. To review and determine if proceeding to Local Law
G10	Governance-operations interface	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

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 2019/20 Quarter: Rolling Internal Audit Plan endorsed which was developed with reference to the enterprise risk register
G12	Economic development	G12.01	Adopt new Economic Development Strategy, Local Business Support Strategy and Tourism strategy	MEDC		Q1			Completed
G12	Economic development	G12.02	Critically review resource allocation to ensure strategies are achievable	DPECS				Q3	Completed through the Planning Economic and Community Service (PECS) functional review.
G12	Economic development	G12.04	Establish local taskforce as and when required for cooperative approach to exploiting significant economic opportunities involving private sector and community leaders eg Galilee Basin	CEO				Q4	GWCOM forum for processing this action
G13	Climate change	G13.01	Adopt Climate Change Policy	DPECS		Q3			Budget plan yet to be developed. This has been consciously paused during the functional review.

G13	Climate change	G13.02	Adopt Climate Change Mitigation Strategy	DPECS				Q1		Budget plan yet to be developed. This has been consciously paused during the functional review.
G13	Climate change	G13.03	Adopt Climate Change Adaptation Strategy	DPECS				Q1		Council have been successful in its application for its application for funding phase 3-8 of the coastal hazards mitigation strategy. Cardno coastal hazards study completed October 2019.
G13	Climate change	G13.04	Critically review resource allocation to ensure strategies are achievable	DPECS				Q2		Completed through the Planning Economic and Community Service (PECS) functional review.
G14	Biodiversity	G14.01	Adopt Biodiversity Policy	DPECS		Q1				Incorporated into Biosecurity Plan. Draft plan is now in its third phase of consultation and consideration.
G14	Biodiversity	G14.02	Adopt Pest Management Strategy and prioritised program	MES				Q2		Incorporated into Biosecurity Plan. Draft plan is now in its third phase of consultation and consideration.
G14	Biodiversity	G14.03	Adopt Biodiversity Risk Register and Strategy	MES				Q4		Incorporated into Biosecurity Plan. Draft plan is now in its third phase of consultation and consideration.
G14	Biodiversity	G14.04	Critically review resource allocation to ensure strategies are achievable	DPECS		Q1				Completed through the Planning Economic and Community Service (PECS) functional review.

G14	Biodiversity	G14.05	Facilitate greater collaboration between relevant units in relation to pest and weed management.	MES			Q2			As an outcome of Planning, Economic and Community Service (PECS) functional review. Liveability and sustainability department has lead role for facilitating this collaboration.
G15	Advocacy	G15.02	Critically review broader Advocacy Strategy	CEO			Q1			Documentation review commenced and continuing. Project Plan timing updated. Draft Advocacy Strategy for presentation and discussion at Strategy Session of council in October 2019.
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	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.02	Re-define desired strategic objectives from IRC perspective	CEO			Q3			Not commenced
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.03	Consider synergies with IRC, State Government and private sector property portfolios	CEO			Q3			Being addressed as part of LDAC work plan
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.04	Establish and implement strategic plan	CEO				Q1		Being addressed as part of LDAC work plan

G18	Community engagement	G18.03	Specifically adopt program of periodic engagement activities to replace Roundtable Community Meetings	DPECS			Q1			Bi-monthly council meetings continue in Regional Communities.
G19	Indigenous relations	G19.02	Adopt Indigenous Relations policy	DPECS			Q2			This has been consciously paused during the Planning Economic and Community Service (PECS) functional review.
G19	Indigenous relations	G19.03	Undertake engagement with representative elders and organisations and develop Memoranda of Understanding	CEO			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 focus on the ILUA being couched in meaningful terms. Project plan yet to be developed
G19	Indigenous relations	G19.04	Develop a Reconciliation Action Plan	DPECS			Q4			This has been consciously paused during the Planning Economic and Community Service (PECS) functional review.
G20	Corporate stakeholder relations	G20.01	Adopt Corporate Stakeholders Engagement policy	CEO			Q4			Project Brief drafted for review
G20	Corporate stakeholder relations	G20.02	Develop engagement strategies for each major corporate stakeholder	CEO				Q1		Project Brief drafted for review

G20	Corporate stakeholder relations	G20.03	Establish Memorandum of Understanding giving effect to engagement strategies with each major corporate stakeholder	CEO				Q1		Project Brief drafted for review
G20	Corporate stakeholder relations	G20.04	Establish process for development of Special Charge proposals including communication with relevant stakeholders	CEO				Q1		Not commenced
G21	Critical instruments	G21.01	Collate readily available existing critical instruments	MGCS			Q2			18/19 Q2/3 - preliminary collation of list of documents occurring adhocly pending full commencement of project 2019/20: to progress when resources available
G21	Critical instruments	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	Critical instruments	G21.03	Identify gaps in critical instruments register	MGCS			Q3			Not Yet commenced - pending finalisation of G21.02
G21	Critical instruments	G21.04	Research archival evidence of missing critical instruments	MGCS			Q4			Not yet commenced - pending finalisation of G21.02 & G21.03
G22	Statutory compliance	G22.02	Identify greatest risks in non-compliance	DCGFS			Q2			In progress with audits to guide planning and identification of risks/non-compliance

G22	Statutory 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	Statutory compliance	G22.04	ISO certification on Integrated Management System (IMS) achieved for water and wastewater business. Stage 2 to progress certification for the waste business by March 2020. Stage 3 to explore wider potential application (Lead: Director Water & Waste).				Q3			Stage 1 gap analysis happened in February 2019 with certificate in June 2019.

Organisation and Operations (O)

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O01	Organisational structure, workload and resource allocation	O01.05	Establish working group to identify opportunities for integrated management of public toilets	MIPR		Q4			Not yet commenced.
O01	Organisational structure, workload and resource allocation	O01.07	Establish working group to identify opportunities for integrate management of booking facilities and spaces	MCE		Q3			Not yet commenced.
O01	Organisational structure, workload and resource allocation	O01.06	Identify appropriate unit to undertake land development activities	CEO		Q1			Subject to Directorate functional review
O01	Organisational structure, workload and resource allocation	O01.07	Establish working group to identify opportunities for integrate management of booking facilities and spaces	MCE		Q3			
O01	Organisational structure, workload and resource allocation	O01.08	Prepare Transition Plan for transfer of Corporate Properties unit from Planning, Environment and Community Services directorate to Engineering and Infrastructure directorate	DEI		Q2			Completed

O02	Customer contact	O02.01	Conduct major review of customer contact/service	DPECS			Q4		Implementation of the PECS Functional Review in 2019-20 to create seven new Community Hubs represents a significant revisioning of how customer contact and frontline services are delivered. There is a residual budget to develop a customer service strategy and charter for such a project plan will be developed in time with the target time frame.
O02	Customer contact	O02.02	Refine existing customer contact arrangements to optimise service levels and distribute workload	MCE		Q4			Completed through the Planning Economic and Community Service (PECS) functional review.
O02	Customer contact	O02.03	Strengthen emphasis on use of existing customer service and workflow systems	CEO		Q4			Customer Relationship Management business model is complete for Customer service - yet to be completed for the whole of Council.
O02	Customer contact	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	MBMC		Q2			Completed Q3 18/19. Enterprise version of Snap Send Solve deployed in March after Request for Purchase process to identify application-based solution

O03	Information technology and services	O03.01	Adopt comprehensive IT&S Strategy including review of enterprise architecture, business applications and platforms	CIO		Q1	Q1		RFP for an external review aimed at producing an IT Improvement strategy has been approved by DCGFS and is being reviewed by Procurement - aiming to release in Oct 2019. Council has requested a strategy to transition IRC out of providing TV services - draft to be presented to ITSC on Oct 14.
O03	Information technology and services	O03.03	Critically review risks in communications network and mitigate unacceptable risks to business continuity	CIO		Q2	Q1		Project to document network infrastructure has been completed. First phase of replacement/simplification for MBH data centre is underway. Core networks switches have been replaced. MBH Admin building switches scheduled for replacement Oct 12/13.
O04	Project management	O04.01	Establish "Project Accountability Gateways" framework (including policy and procedures) to manage prioritisation and progress of significant projects at various stages of project life.	DCGFS		Q1			Q2 Gateway process in use for Capital Works Program for the 2019/20 budget.

O04	Project management	O04.03	Adopt firm reconciliation, close-out and capitalisation procedures	MFS		Q4			<p>Consultation completed, draft procedure adopted for inclusion in Engineering and Infrastructure Quality procedures.</p> <p>Draft policy prepared, to be reviewed with other stakeholders.</p> <p>Note priority replaced with Asset Class accounting methodology papers developed and circulated for feedback addressing external audit issues.</p>
O04	Project management	O04.06	Explore the merit of creating a Major Project Delivery unit	CEO			Q2		To be commenced in Q2 2019/2020 FY
O05	Commercial business activities	O05.03	Review strategic objectives, business plans and resource allocation in Commercial Outcomes Unit	DPECS		Q1			Completed through the Planning Economic and Community Service (PECS) functional review.
O05	Commercial business activities	O05.04	Establish guidelines for development of business plans for commercial activities	MCGS		Q1			Not commenced yet due to Water and Waste Water Commercial business not established

O06	Property management	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 Organisational Development Plan 06.05 – register of properties identified in consultation with major stakeholders to progress. Over-riding strategy document is still in draft form and will be finalised after Corporate Properties transition into Engineering and Infrastructure to ensure it aligns with the directorate's views and values.
O06	Property management	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 engaged by Land Development Advisory Committee
O06	Property management	O06.04	Critically review community facility lease policy	MCF		Q2			Completed by Community Tenure and Facilities Advisory Committee. Functional response transferred from Governance to Community Facilities.
O06	Property management	O06.05	Identify derelict building stock and develop strategy for re-purposing or demolition	MCP					Continuing in accordance with project brief - 2 sites completed – register of identified properties across region created to distribute to other stakeholders for review. Over-riding strategy document is still in draft form and will be finalised after Corporate Properties transition into

									Engineering and Infrastructure to ensure it aligns with the directorate's views and values.
O07	Regulatory compliance management	O07.01	Review all major regulatory roles and clearly establish the priorities for allocation of enforcement resources	DPECS					Completed through the Planning Economic and Community Service (PECS) functional review.
O07	Regulatory compliance management	O07.02	Adopt enforcement regime matrix to clearly define the levels of enforcement (education through to legal action) and the appropriate triggers for escalation	MCEC		Q4			The functional review has created the appropriate organisational environment for this to occur. The regulatory rest will be completed this financial year.
O07	Regulatory compliance management	O07.03	Critically review the current approach to land use and development compliance management particularly unauthorised development and condition enforcement	MCEC					The project will now form part of O07.02 but with significant collaboration with the Liveability and Sustainability Department.
O07	Regulatory compliance management	O07.04	Systematically review all Local Laws to determine relevance and adequacy	CEO		Q4			Not commenced
O07	Regulatory compliance management	O07.05	Establish a Development Assessment Panel to collaboratively review development applications involving relevant asset custodians	DPECS					Draft term of reference endorsed by ELT, however this has been consciously paused during the functional review.

O08	Water and wastewater infrastructure	O08.01	Adopt Total Water Cycle Plan and Strategic Asset Management Plan for each community	DW&W		Q2		Q1	Integrated Water Cycle Management Strategy (IWCMS) for Moranbah has been completed by Consultant and is under review. Once review is completed the Total Water Cycle Plan will be created in draft format for Council approval.
O08	Water and wastewater infrastructure	O08.03	Consolidate all water supply arrangements and address all supply security deficiencies	DW&W		Q4		Q1	Discussions progressing. Anglo water pipeline into Moranbah finalised in March 2019. Anglo proposal provided to Council in August 2019 for information. Proposal currently being evaluated. Isaac Plains Agreement in place March 2019. BMA Dysart Agreement to be progressed late 2019.
O08	Water and wastewater infrastructure	O08.05	Critically review system monitoring and control risks and install network metering and SCADA infrastructure	DW&W		Q2			SCADA cyber security audit and SCADA tech support in place in October 2018. As per the audits, PAG processes for SCADA system updates are now in the 10-year CAPEX project delivery program.
O08	Water and wastewater infrastructure	O08.09	Negotiate bulk water supply agreements	DW&W		Q4			Discussions progressing. Anglo water pipeline into Moranbah finalised in March 2019. Continuing assessment of Anglo American August 2019 proposal and Sunwater Eungella Water Supply Tender. Isaac Plains Agreement in place March 2019. BMA Dysart

									Agreement to be progressed late 2019.
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		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	E & I	MIPTS		Q2		Road Investment Strategy Document has been presented and adopted by Council. Manager Infrastructure Planning and Technical Services and Manager Infrastructure Parks and Recreation 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 Australian Road Research Board (ARRB)
O10	Road infrastructure	O10.02	Adopt service level based Maintenance Management Plan for road assets with clearly defined intervention levels	MIPTS		Q4	Q1		Progressing. Reviewing and improving data on condition information for Roads and working in close cooperation with the Asset Team. An updated round of condition assessment is being pursued as present values have been obtained in 2016 and regarded as inaccurate.

O10		O10.03	Adopt structural integrity based Maintenance Management Plans for all road structures including bridges culverts and crossings	E & I	MIPTS		Q2		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 planned for completion in Q2 of 19/20
O10	Road infrastructure	O10.05	Adopt roadside vegetation management strategy	MIPTS		Q4	Q2		Drafting of a management Strategy document in progress. A draft report being compiled in consultation with PECS directorate officials. Aiming to finalise second quarter of 19/20.
O11	Pavement materials supply - pits	O11.02	Adopt pit remediation strategy to address compliance risks	MIPTS		Q4			Improved relationships have been established with the Department of Environment and Science and Department of Agriculture and Fisheries and a way forward has been mapped. A generic Quarry Management Plan for IRC Quarries have been drafted and under review by Infrastructure Planning and Technical Services . A short term Natural Resources Development Strategy was recently approved by Council. This document mainly focussed on obtaining relevant Environmental Authority approvals and sales permits on productive quarries. Following

									consultation with the affected relevant State Departments, arrangements are in place to effect rehabilitation works to the non-productive quarries in the first instance followed by current productive quarries.
O11		O11.03	Establish procedures for pavement materials supply including commercial arrangements, approvals and compliance, and logistical supply aspects	E&I	MI	Q1			Progressing. Material requirements for construction and re-sheeting are established for 19/20 and 20/21
O12	Changes in demand for community services and facilities.	O12.01	Adopt Social Infrastructure strategy	MCS		Q2			A draft project plan has been prepared but requires further review and scoping by Manager Liveability and Sustainability and Planning, Environment and Community Services (PECS)
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 but in practice has been undertaken.
O13	De-centralised operations	O13.02	Establish travel management system to plan and monitor travelling to mitigate risks and improve efficiency	E&I	MPFW	Q3			The first draft project management plan remains under review due to competing priorities. Investigations and development of travel management plan well progressed.

O14	Overtime and work patterns	14.03	Within budget utilise overtime where beneficial for employee and plant productivity and/or service standards	DEI			Q2		<p>With assistance from People and Performance team, research and investigation being conducted into the potential for roster system implementation.</p> <p>Initial outcomes presented to Chief Executive Officer, further work progressing. This action has been delayed due to competing priorities and operational staff turnover. Trial implementations anticipated to occur in 2019/20 following appropriate consultation and assessment of resourcing for corresponding capital program. Further, also dependent on certified agreement negotiations.</p>
O15	Financial management - expenditure	O15.02	Establish program to encourage and reward initiatives resulting in cost savings	CEO		Q1			Not commenced
O18	Payroll management	O18.01	Complete transitional application of TechOne payroll module	DCGFS		Q4			Executive Leadership Team transitioned to timesheets by exception. Further progression of payroll module, on hold pending review of TechOne platform options.
O19	Delegations and authorisations	O19.01	Critically review and rationalise delegations from Council to CEO including conditions of delegation where appropriate	MCGS					2019/20 Quarter 1 - Full review undertaken. Updated Register submitted to the October Council meeting

O19	Delegations and authorisations	O19.04	Review compliance with authorisation obligations (eg identification cards)	IA		Q2			New procedure and policy adopted May 2018, Centralised to Governance for ongoing review
O20	Procurement	O20.09	Develop strategic procurement framework	MC&P		Q2			Overtaken by events with the development of the Engineering & Infrastructure strategic procurement plan. Council has determined that it will take a strategic approach in meeting its procurement objectives. It will apply the principles of strategic sourcing and forward procurement planning. It will produce and publish an annual strategic procurement master plan covering all planned purchases above \$200 000 and individual significant procurement plans covering individual purchases above \$500 000.
O21	Records management	O21.03	Establish reporting regime to monitor records management practices	CIO		Q1			Base set of reports developed, tested and used by records team.
O21	Records management	O21.04	Develop incentives for good records management	DCGFS		Q2			Progressing
O22	Internal communication	O22.04	Conduct a program to raise awareness and encourage personal communication (telephone or in person) in lieu of	MBMC					Communications Plan presented to Executive Leadership Team in Q4, approved for implementation Q1 2019-20

			electronic communication (emails).						
O22	Internal communication	O22.05	Establish clear guidelines for use of internal media (eg global emails, noticeboards, intranet etc)	MBMC					Completed Q3 18-19
O22	Internal communication	O22.06	Critically review internal communication media and objectives to explore additional improvements	MBMC		Q4			Completed. Progressing in accordance with 12-month Action Plan.
O23	Disaster management	O23.01	Implement recommendations of IGEM audit	DCGFS		Q4			Further work to ensure community engagement - commenced in September at Mistake creek. Subplans continue to be updated and presented to LDMG
O26	Essential Service Platforms	O26.01	Gather data and develop advocacy plan to lobby governments and service providers	SAM		Q4			Reconsider custodian for issue - better suited to the office of CEO

People (P)

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
P03	Leadership	P03.03	Facilitate leadership inspiration by promoting case studies (internal and external)	MPP			Q2		Brief Approved Jan 2018. Started. Commenced June 2019. Brainstorm Session conducted at Operational Leadership Team meeting July 2019. Feedback has been consolidated to develop the Leadership Program. A lunch and learn program will be developed and implemented as part of the leadership program.
P03	Leadership	P03.04	Explore initiatives to develop managers' coaching and mentoring capacity	MPP	Q4				Policy adopted April 2019. Workforce planning including succession planning, transition to retirement, job sharing, secondments, Expression of Interest's, higher duties, mentoring program etc. resourcing capability, 5-year plan, productivity rosters, sustainability. ODP 5.6.
P04	Teamwork	P04.01	Adopt a Teamwork Code and prepare marketing collateral to promote teamwork	MPP	Q4				Brief approved April 2017 – Planning Stage.
P04	Teamwork	P04.02	Facilitate teamwork inspiration by promoting case studies (internal and external)	MPP			Q2		Brief Approved August 2017 – Planning Stage. Proposed change in incorporate with leadership program being rolled out. Align with Strategy "Our People" Plan.
P05	Recruitment and retention	P05.04	Establish corporate knowledge capture processes	MPP			Q1		Brief approved - Planning Stage.

P05	Recruitment and retention	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			Q1		Brief Approved July 2018 - Planning Stage, align with Strategy "Our People" Plan. This is part of the ongoing workforce/succession planning. Related to ODP 3.4
P05	Recruitment and retention	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. Planning Stage, align with Strategy "Our People" Plan.
P05	Recruitment and retention	P05.09	Increased emphasis on attraction and retention and more opportunity for "home-grown" recruits eg cadets	MPP	Q4				Planning Stage
P05	Recruitment and retention	P05.11	Develop a package of tangible incentives for enhancement of recruitment and retention	MPP	Q4				Brief is in final draft form discussions yet to be held between CEO & P&P before project brief is approved.
P08	Learning and development	P08.01	Adopt Learning and Development strategy	MPP	Q4				Brief approved January 2018 –

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	Q4				Brief Approved August 2017 – Planning Stage. Proposed change from 2018/2019 Q4 to 2019/2020 Q1 to align with Strategy "Our People" Plan.
P09	Employee development and performance management	P09.04	Establish opportunities for career path management for aspiring employees	MPP	Q4				Brief Approved July 2018. Planning Stage. Proposed change from 2019/2020 Q4 to 2019/2020 Q1 to align with Strategy "Our People" Plan.
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	Q4				Brief completed August 2017 – Planning Stage. Proposed change from 2019/2020 Q4 to 2020/2021 Q2 to align with Strategy "Our People" Plan.
P13	Bullying and harassment	P13.03	Conduct training to ensure that the difference between performance management and bullying and harassment is understood	MPP	Q4				Roll out of training across all regions July to September 2019. Currently seeking external quotes for development of the training. Training will be delivered in house.

P14	Senior employee contracts	P14.04	Explore alternative means by which managers' workloads, stresses and strategic planning needs can be ameliorated	MPP			Q2		Brief approved April 2017 – In progress planning stage. Proposed change in incorporate with leadership program being rolled out. On track align with Strategy "Our People" Plan.
P15	Employee housing	P15.01	Adopt clear position regarding existing subsidised tenancies being respected	MCP	Q3				Continuing in accordance with project brief.
P17	Innovation Learning and Collaboration	P17.04	Explore opportunities to leverage off GW3 Innovation Project with an innovation event	DPECS		Q2			Project Brief yet to be developed.

V

Women in Local Government (W)

Number	Title	Action #	Action	Custodian	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
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 - Commenced October 2018. Policy in consultation stage, Certified Agreement negotiations due to commence.
		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 - Commenced October 2018. Policy in consultation stage.