

NOTICE OF MEETING

Dear Committee Members

You are requested to attend the following meeting of Council.

**CORPORATE, GOVERNANCE AND FINANCIAL SERVICES
STANDING COMMITTEE MEETING OF
ISAAC REGIONAL COUNCIL**

**TO BE HELD ON
TUESDAY 10 AUGUST 2021
COMMENCING AT 1.00PM
COUNCIL CHAMBERS, MORANBAH**

JEFF STEWART-HARRIS

Chief Executive Officer

DARREN FETTEL

Committee Officer

Director Corporate Governance
and Financial Services

Committee Members:

Cr Jane Pickels (Chair)

Mayor Anne Baker

Cr Sandy Moffat

Cr Viv Coleman

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

STANDING COMMITTEE MEETING

OF ISAAC REGIONAL COUNCIL

TO BE HELD ON

TUESDAY 10 AUGUST 2021

COUNCIL CHAMBERS, MORANBAH

1. OPENING OF THE MEETING
2. APOLOGIES
3. DECLARATION OF CONFLICTS OF INTEREST
4. CONFIRMATION OF MINUTES
5. OFFICER REPORTS
6. INFORMATION BULLETIN REPORT
7. GENERAL BUSINESS
8. CONCLUSION

LOCAL GOVERNMENT ACT 2009

Local Government Regulation 2012

Chapter 8, Part 2 Local Government Meetings and Committees

Division 1A, Requirements for Local Government Meetings Generally

Section 254J Closed meetings

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

Conflict of Interest Obligations

Reference is made to Section 150EL of the Local Government Act 2009. Specifically, the obligation of Councillors when they first become aware they have a conflict of interest to make the Chief Executive Officer aware in writing or if in a meeting, ensure they declare immediately.

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1. OPENING OF MEETING

2. APOLOGIES

3. DECLARATION OF CONFLICTS OF INTEREST

4. CONFIRMATION OF MINUTES

Corporate, Governance and Financial Services Standing Committee Meeting of Isaac Regional Council held in Council Chambers, Moranbah, commencing 1:00pm on Tuesday 8 June 2021.

Corporate, Governance and Financial Services Standing Committee Meeting of Isaac Regional Council held in Council Chambers, Moranbah, commencing 1:00pm on Tuesday 13 July 2021.

5. OFFICER REPORTS

5.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT AS AT 31 JULY 2021

EXECUTIVE SUMMARY

In accordance with the *Local Government Regulation 2012* (s204) a monthly financial report is required to be presented to Council stating the progress made in relation to the budget for the period of the financial year as near as practicable to the end of month before the meeting is held.

5.2 WORK, HEALTH AND SAFETY UPDATE

EXECUTIVE SUMMARY

This report is provided as an update to Council on the current status of Work Health and Safety Management System (WHSMS).

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5.3 2020-2021 ANNUAL OPERATIONAL PLAN – 4TH AND FINAL QUARTER PERFORMANCE REPORT

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with the 4th and final quarterly performance report, for period ending 30 June 2021, on the progress towards implementing the 2020-2021 Annual Operational Plan.

5.4 POLICY UPDATE – ANZ ONLINE TRANSACTIVE POLICY

EXECUTIVE SUMMARY

This report seeks Council's consideration on amendments and updates to the ANZ Online Transactive Policy.

5.5 POLICY UPDATE – PURCHASING CARD POLICY

EXECUTIVE SUMMARY

This report seeks Council's consideration on amendments and updates to the Purchasing Card Policy.

5.6 POLICY REPEAL – INSURANCE AND CLAIM MANAGEMENT GUIDELINE

EXECUTIVE SUMMARY

This report seeks Council's consideration on repealing the existing Insurance and Claim Management Policy and replacing it with a guideline

5.7 POLICY UPDATE – COMPETITIVE NEUTRALITY COMPLAINTS POLICY

EXECUTIVE SUMMARY

This report seeks Council's consideration on amendments and updates to the Competitive Neutrality Complaints Policy.

5.8 POLICY UPDATE – RATES CONCESSION – NOT FOR PROFIT POLICY

EXECUTIVE SUMMARY

This report seeks Council's consideration on amendments and updates to the Rates Concession – Not for Profit Policy.

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5.9 WOMEN IN LOCAL GOVERNMENT ADVISORY COMMITTEE MEETING MINUTES - TUESDAY 27 JULY 2021

EXECUTIVE SUMMARY

The purpose of this report is to present to Council the minutes of the Women in Local Government Advisory Committee meeting held on Tuesday 27 July 2021 and to seek endorsement of the proposed actions from the Committee meeting.

6. INFORMATION BULLETINS

6.1 CORPORATE, GOVERNANCE AND FINANCIAL SERVICES INFORMATION BULLETIN – JULY AND AUGUST 2021

EXECUTIVE SUMMARY

The Corporate, Governance and Financial Services Directorate Information Bulletins for July and August 2021 are provided for Committee review.

6.2 PEOPLE AND PERFORMANCE INFORMATION BULLETIN – JULY AND AUGUST 2021

EXECUTIVE SUMMARY

The People and Performance Information Bulletins for July and August 2021 are provided for Committee review.

7. GENERAL BUSINESS

8. CONCLUSION

UNCONFIRMED MINUTES

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES STANDING
COMMITTEE MEETING OF
ISAAC REGIONAL COUNCIL

HELD ON
TUESDAY, 8 JUNE 2021
COMMENCING AT 1.00PM

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
CORPORATE, GOVERNANCE AND FINANCIAL SERVICES
STANDING COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, MORANBAH
ON TUESDAY 8 JUNE 2021

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ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
CORPORATE, GOVERNANCE AND FINANCIAL SERVICES
STANDING COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, MORANBAH
ON TUESDAY 11 MAY 2021 COMMENCING AT 1:00PM

ATTENDANCE

Cr Jane Pickels, Division Seven (Chair)
Cr Kelly Veale, Acting Mayor (ex officio)
Cr Viv Coleman, Division Eight

OFFICERS PRESENT

Mr Jeff Stewart-Harris, Chief Executive Officer
Mr Darren Fettell, Director Corporate, Governance and Financial Services
Ms Liza Perrett, Manager Governance and Corporate Services
Mr Michael Krulic, Manager Financial Services
Ms Rebeca Molineaux, Manager People and Performance
Mr Robert Kane, Chief Information Officer
Mr Beau Jackson, Manager Brand, Media and Communications
Mrs Nicole Money, Executive Assistant
Ms Peata Munro, Executive Assistant
Ms Jessica Cooper, Information Management Officer

1. OPENING

The Chair declared the meeting open at 1.00pm and acknowledged the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

ATTENDANCE

Mrs Tricia Hughes, Coordinator Executive Support entered the meeting room at 1.00pm and left at 1.00pm

2. APOLOGIES

The Committee received an apology from Mayor Anne Baker and Cr Sandy Moffat

An apology has been received on behalf of Cr Lyn Jones due to a medical condition.

MEETING MINUTES

Resolution No.: CGFS0637

Moved: Cr Viv Coleman

Seconded: Acting Mayor Kelly Vea Vea

That the Corporate, Governance and Financial Services Standing Committee:

- 1. Accepts the apologies received from Mayor Anne Baker and Cr Sandy Moffat.**
- 2. Accepts the apology received for Cr Lyn Jones due to a medical condition.**

Carried

3. DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interest declared.

NOTE:

Council acknowledges that Chapter 5B Councillors' Conflicts of Interest of the Local Government Act 2009 does not apply to a Councillor if the matter to be resolved relates to a corporation or association that arises solely because of a nomination or appointment of the councillor by the local government to be a member of the board of the corporation or association.

ATTENDANCE

Mr John Squire, Manager Contracts and Procurement entered the meeting room at 1.01pm

4. CONFIRMATION OF MINUTES

Corporate, Governance and Financial Services Standing Committee Meeting of Isaac Regional Council held at Council Chambers, Moranbah, commencing at 1.00pm on Tuesday 11 May 2021.

Resolution No.: CGFS0638

Moved: Acting Mayor Kelly Vea Vea

Seconded: Cr Viv Coleman

That the minutes from the Corporate, Governance and Financial Services Standing Committee meeting held at Council Chambers, Moranbah, commencing at 1.00pm on Tuesday 11 May 2021 are confirmed.

Carried

5. OFFICERS REPORTS

5.1 Isaac Regional Council Monthly Financial Report as at 31 May 2021

EXECUTIVE SUMMARY

In accordance with the *Local Government Regulation 2012* (s204) a monthly financial report is required to be presented to Council stating the progress made in relation to the budget for the period of the financial year as near as practicable to the end of month before the meeting is held.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Receive the financial statements for the period ended 31 May 2021 pursuant to and in accordance with the Local Government Regulation 2012 (s204).*

Resolution No.: CGFS0639

Moved: Acting Mayor Kelly Ve a Ve a Seconded: Cr Viv Coleman

That the Committee recommends that Council:

1. Receive the financial statements for the period ended 31 May 2021 pursuant to and in accordance with the Local Government Regulation 2012 (s204).

Carried

5.2 Work, Health and Safety Update

EXECUTIVE SUMMARY

This report is provided as an update to Council on the current status of Work Health and Safety Management System (WHSMS).

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Note the Work Health and Safety report.*

Resolution No.: CGFS0640

Moved: Cr Viv Coleman

Seconded: Acting Mayor Kelly Ve a Ve a

That the Committee recommends that Council:

- 1. Receive and note the Work Health and Safety report.**

Carried

5.3

Debt Policy 2021-2022

EXECUTIVE SUMMARY

Pursuant to Section 192 of *Local Government Regulation* 2012, a Local Government must prepare and adopt a Debt Policy for a financial year. The Debt Policy must state the new borrowings planned for the current financial year and the next 9 financial years, and the period over which the Local Government plans to repay existing and new borrowings.

OFFICER'S RECOMMENDATION

That the Committee recommends Council to:

- 1. Adopt the 2021/2022 Debt Policy (CORP-POL-027) in accordance with s192 of the Local Government Regulation 2012.**

Resolution No.: CGFS0641

Moved: Acting Mayor Kelly Ve a Ve a

Seconded: Cr Viv Coleman

That the Committee recommends Council to:

- 1. Adopt the 2021/2022 Debt Policy (CORP-POL-027) in accordance with s192 of the Local Government Regulation 2012.**

Carried

5.4 Revenue Policy 2021-2022

EXECUTIVE SUMMARY

Pursuant to Section 193 of *Local Government Regulation* 2012, a Local Government must review its revenue policy annually and in sufficient time to allow an annual budget that is consistent with the Revenue Policy to be adopted for the next financial year.

OFFICER'S RECOMMENDATION

That the Committee recommends Council to:

1. **Adopt the 2021/2022 Revenue Policy (CORP-POL-028) in accordance with s193 of the Local Government Regulation 2012.**

Resolution No.: CGFS0642

Moved: Acting Mayor Kelly Vea Vea

Seconded: Cr Viv Coleman

That the Committee recommends Council to:

1. **Adopt the 2021/2022 Revenue Policy (CORP-POL-028) in accordance with s193 of the Local Government Regulation 2012.**

Carried

5.5 Investment Policy 2021-2022

EXECUTIVE SUMMARY

Pursuant to Section 191 of *Local Government Regulation* 2012, a Local Government must prepare and adopt an Investment policy. The Investment policy must outline the local government's investment objectives and overall risk philosophy and procedures for achieving the goals related to the investments stated in the policy.

OFFICER'S RECOMMENDATION

That the Committee recommends Council to:

1. **Adopt the 2021/2022 Investment Policy (CORP-POL-029) in accordance with s191 of the Local Government Regulation 2012**

Resolution No.: CGFS0643

Moved: Acting Mayor Kelly Ve a Ve a

Seconded: Cr Viv Coleman

That the Committee recommends Council to:

- 1. Adopt the 2021/2022 Investment Policy (CORP-POL-029) in accordance with s191 of the Local Government Regulation 2012**

Carried

5.6 Reserves Policy 2021-2022

EXECUTIVE SUMMARY

Through the budget process, available funding sources for operational and capital purposes are reviewed for the annual budget and Long-Term Financial Forecast. This includes a review of Council's cash balances which are typically held in identified reserves. Adoption of the Reserves Policy provides the framework for maintaining accounting records of Council's cash backed reserve funds.

OFFICER'S RECOMMENDATION

That the Committee recommends Council to:

- 1. Adopt the Reserves Policy (CORP-POL-089).**

Resolution No.: CGFS0644

Moved: Acting Mayor Kelly Ve a Ve a

Seconded: Cr Viv Coleman

That the Committee recommends Council to:

- 1. Adopt the Reserves Policy (CORP-POL-089).**

Carried

ATTENDANCE

Mr Gary Stevenson PSM entered the meeting room at 1.26pm

5.7 Isaac State Emergency Services Unit Update

EXECUTIVE SUMMARY

To provide an update on State Emergency Service (SES) operations within the Isaac region.

OFFICER'S RECOMMENDATION

That the Committee recommends to Council:

1. *Note the report of the Isaac SES unit status.*

Resolution No.: CGFS0645

Moved: Cr Viv Coleman

Seconded: Acting Mayor Kelly Ve a Ve a

That the Committee recommends to Council:

1. Note the report of the Isaac SES unit status.

Carried

5.8 Councillor Remuneration 2021-2022 - Local Government Remuneration Commission Annual Report 2020

EXECUTIVE SUMMARY

In accordance with the requirements of the *Local Government Regulation 2012* (s247), Council is to consider the Local Government Remuneration Commission Annual Report 2020, released 11 December 2020, and seek Council's adoption of the remuneration for the Mayor and Councillors for Isaac Regional Council to apply from 1 July 2021.

OFFICER'S RECOMMENDATION

That Committee recommends to Council:

1. *In accordance with the requirements of the Local Government Regulation 2012 (s247) and the remuneration determinations of the Local Government Remuneration Commission Annual Report 2020, resolves that the following remuneration amounts apply effective 1 July 2021:*

	2021/2022
Mayor	\$133,196
Deputy Mayor	\$83,247
Councillor	\$70,759

2. ***Commit to continue its advocacy for a review of the current methodology and remuneration categories for Mayor and Councillor remuneration and respond to invitations and provide submissions as they arise***

Resolution No.: CGFS0646

Moved: Acting Mayor Kelly Ve a Ve a

Seconded: Cr Viv Coleman

That Committee recommends to Council:

1. That the status quo remains for current levels of Mayor, Deputy Mayor and Councillor remuneration for the 2021/22 financial year in view of the fact that the proposed new certified agreement for staff remuneration is still incomplete.
2. To continue its advocacy for a review of the current methodology and remuneration categories for Mayoral remuneration based on the needs of the region indicating the position should be full time and respond to invitations and provide submissions as opportunities arise.

Carried

6. INFORMATION BULLETIN REPORTS

6.1

Corporate, Governance and Financial Services Information Bulletin – June 2021

EXECUTIVE SUMMARY

The Corporate, Governance and Financial Services Information Bulletin for June 2021 is provided for Committee review

OFFICER'S RECOMMENDATION

That the Committee:

1. ***Note the Corporate, Governance and Financial Services Information Bulletin for June 2021.***

Resolution No.: CGFS0647

Moved: Cr Viv Coleman

Seconded: Acting Mayor Kelly Ve a Ve a

That the Committee:

1. **Note the Corporate, Governance and Financial Services Information Bulletin for June 2021.**

Carried

MEETING MINUTES

6.2 People and Performance Information Bulletin – June 2021

EXECUTIVE SUMMARY

The People and Performance Information Bulletin for June 2021 is provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee:

1. *Notes the People and Performance Information Bulletin for June 2021.*

Resolution No.: CGFS0648

Moved: Cr Viv Coleman

Seconded: Acting Mayor Kelly Ve a Ve a

That the Committee:

1. **Notes the People and Performance Information Bulletin for June 2021.**

Carried

7. GENERAL BUSINESS

No general business this meeting.

8. CONCLUSION

There being no further business, the Chair declared the meeting closed at 2.08pm.

These minutes were confirmed by the Committee at the Corporate, Governance and Financial Services Committee Meeting held in Moranbah on Tuesday 13 July 2021.

.....
Chair

..... / /
DATE

UNCONFIRMED MINUTES

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES STANDING
COMMITTEE MEETING OF
ISAAC REGIONAL COUNCIL

HELD ON
TUESDAY, 13 JULY 2021
COMMENCING AT 1.00PM

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
CORPORATE, GOVERNANCE AND FINANCIAL SERVICES
STANDING COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, MORANBAH
ON TUESDAY 13 JULY 2021

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ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
CORPORATE, GOVERNANCE AND FINANCIAL SERVICES
STANDING COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, MORANBAH
ON TUESDAY 13 JULY 2021 COMMENCING AT 1:00PM

ATTENDANCE

Cr Jane Pickels, Division Seven (Chair)
Cr Viv Coleman, Division Eight

OFFICERS PRESENT

Mr Darren Fettell, Director Corporate, Governance and Financial Services
Ms Liza Perrett, Manager Governance and Corporate Services (*via video conference*)
Mr Michael Krulic, Manager Financial Services
Mrs Tricia Hughes, Coordinator Executive Support

1. OPENING

The Chair declared the meeting open at 1.03pm and acknowledged the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

The meeting was unable to commence as it was inquorate the time being 1.19pm.

The Chair requested that all agenda items be referred to the July 2021 Ordinary Meeting of Council.

MEETING DETAILS	Corporate, Governance and Financial Service
	Standing Committee
	Tuesday 10 August 2021

AUTHOR	Michael Krulic
AUTHOR POSITION	Manager Financial Services

5.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT AS AT 31 JULY 2021

EXECUTIVE SUMMARY

In accordance with the *Local Government Regulation 2012* (s204) a monthly financial report is required to be presented to Council stating the progress made in relation to the budget for the period of the financial year as near as practicable to the end of month before the meeting is held.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Receive the financial statements for the period ended 31 July 2021 pursuant to and in accordance with the Local Government Regulation 2012 (s204).*

BACKGROUND

Statutory Obligation Table – Isaac Regional Council

The table below outlines key statutory obligations relating to the requirement for monthly financial reporting.

Requirement	Date
Budget 2021/2022	Budget adopted 30 June 2021
Financial Statements 2020/2021	

IMPLICATIONS

Being early in the current financial year any budget variances are anticipated to come in line with budget over the remainder of the financial year.

There are no current variances which are believed to require an adjustment at the first quarter budget review.

CONSULTATION

- Financial Services

BASIS FOR RECOMMENDATION

Not Applicable.

ACTION ACCOUNTABILITY

Not Applicable.

KEY MESSAGES

This is an information only report.

Report Prepared By: MICHAEL KRULIC Manager Financial Services Date: 27 July 2021	Report Authorised By: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 27 July 2021
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ATTACHMENTS

- Attachment 1 – Monthly Financial Statements 31 July 2021

REFERENCE DOCUMENT

- Nil

FINANCIAL STATEMENTS REPORT TO COUNCIL

Current as at 31 July 2021

Presented by **Corporate, Governance and Financial Services**



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FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 JULY 2021

EXECUTIVE SUMMARY

At the end of July, the operating result is \$5,360,676 ahead of budgeted operating position, noting the actual result is a loss of \$5,336,148. Council's operating result will be budgeted as a loss until the rates invoices are issued during the September period.

Capital Revenue for July was \$75,800 which combined with the Operating Position leads to a net deficit of \$5,260,348.

PRELIMINARY JULY FINANCIAL STATEMENTS AT A GLANCE					
	YTD Actual	YTD Original Budget	Variance	Full Year Original Budget	Completion
	\$	\$	\$	\$	%
Total operating revenue	757,509	1,919,086	(1,161,577)	127,274,563	0.6%
Total operating expenses	6,093,657	12,615,910	6,522,252	125,766,034	4.8%
Operating position	(5,336,148)	(10,696,824)	5,360,676	1,508,529	(353.7%)
Capital revenue	75,800	-	75,800	14,084,038	0.5%
Net result	(5,260,348)	(10,696,824)	5,436,476	15,592,567	(33.7%)

BACKGROUND

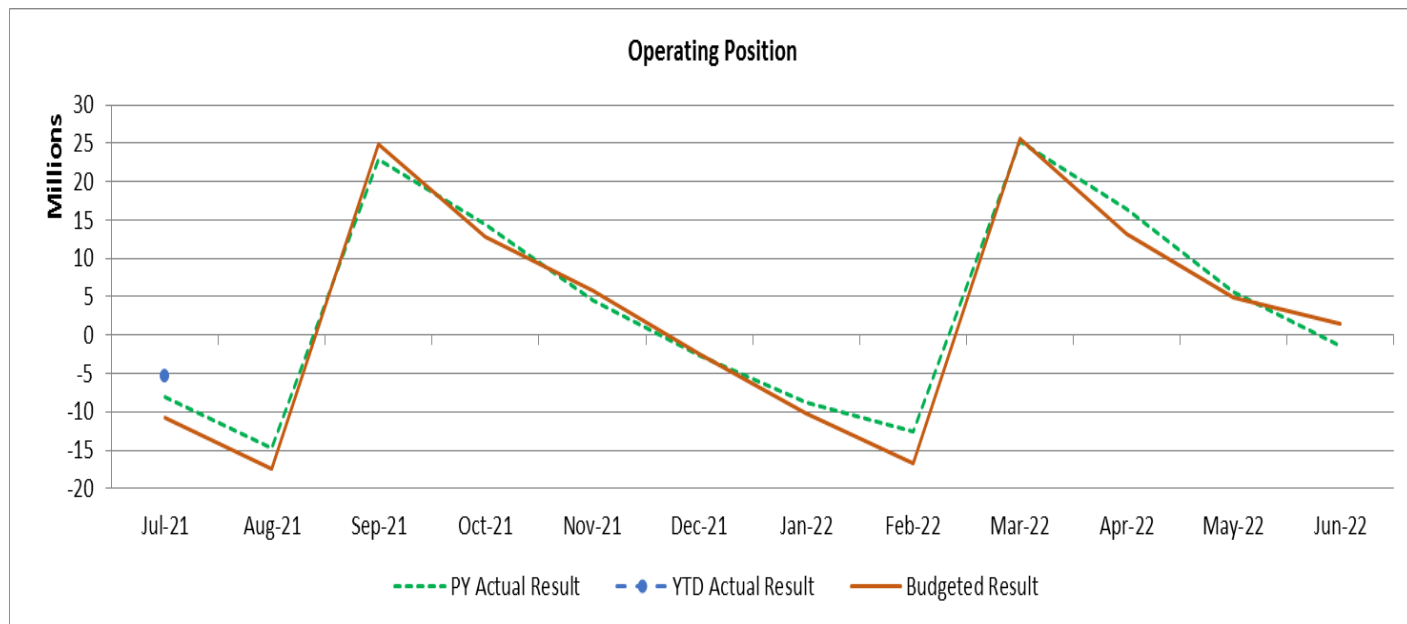
Each month, year to date financial statements are prepared in order to monitor actual performance against the latest adopted budget. Attached are the financial statements for the period ended 31 July 2021. Actual amounts are compared against year to date adopted Budget figures. (See appendix 1 for detailed financial statements).

Being early in the financial year, any budget variances will most likely be corrected through the course of the financial year or be assessed and adjusted in a budget review.

Council is cognisant of the current economic climate and will be paying particular attention to how the various revenue streams are tracking throughout the year. Expenditure items will also be monitored to ensure that Council remains within budget and delivers efficient and effective services to the community.

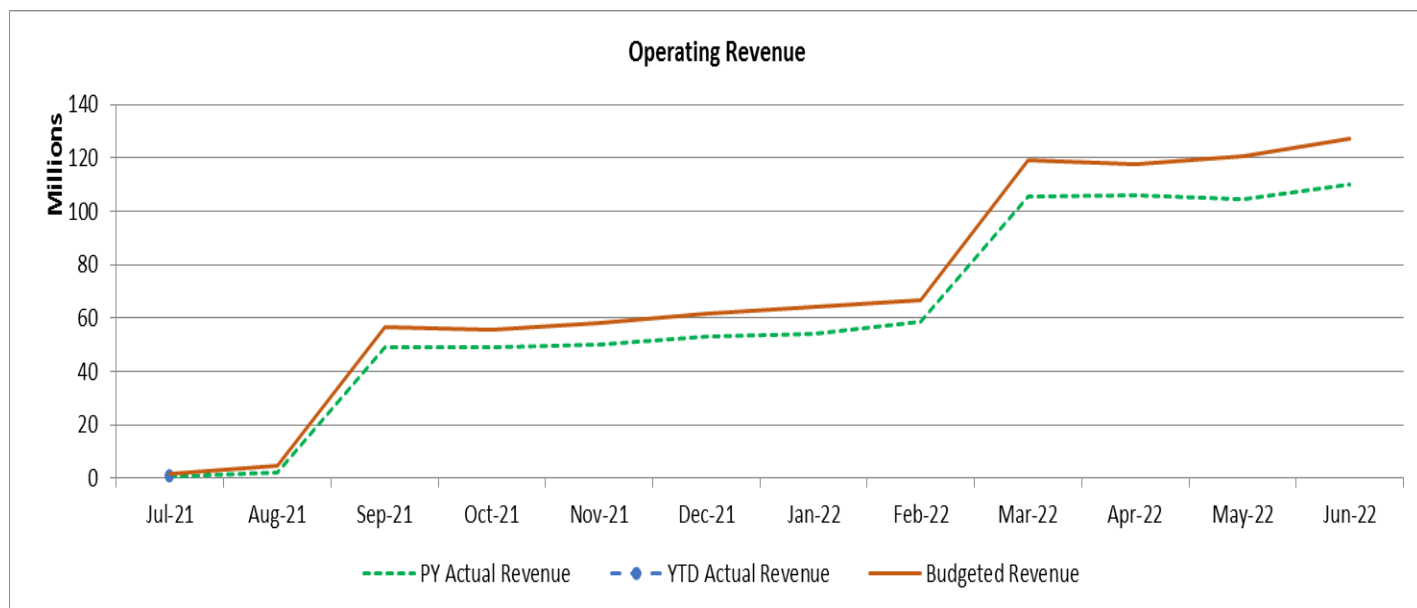
It should be noted that figures provided are accurate as at date of publication. Figures reported are cumulative year to date which may include adjustments for revenue or expenses accrued to prior accounting periods.

OPERATING POSITION



The current operating position for July has resulted in a deficit of \$5,336,148. This is favourable when compared to the YTD budget by \$5,360,676. Operating Revenue is \$1,161,577 unfavourable compared to YTD budget offset by Operating Expenses which are \$6,522,252 favourable when compared to YTD budget.

OPERATING REVENUE

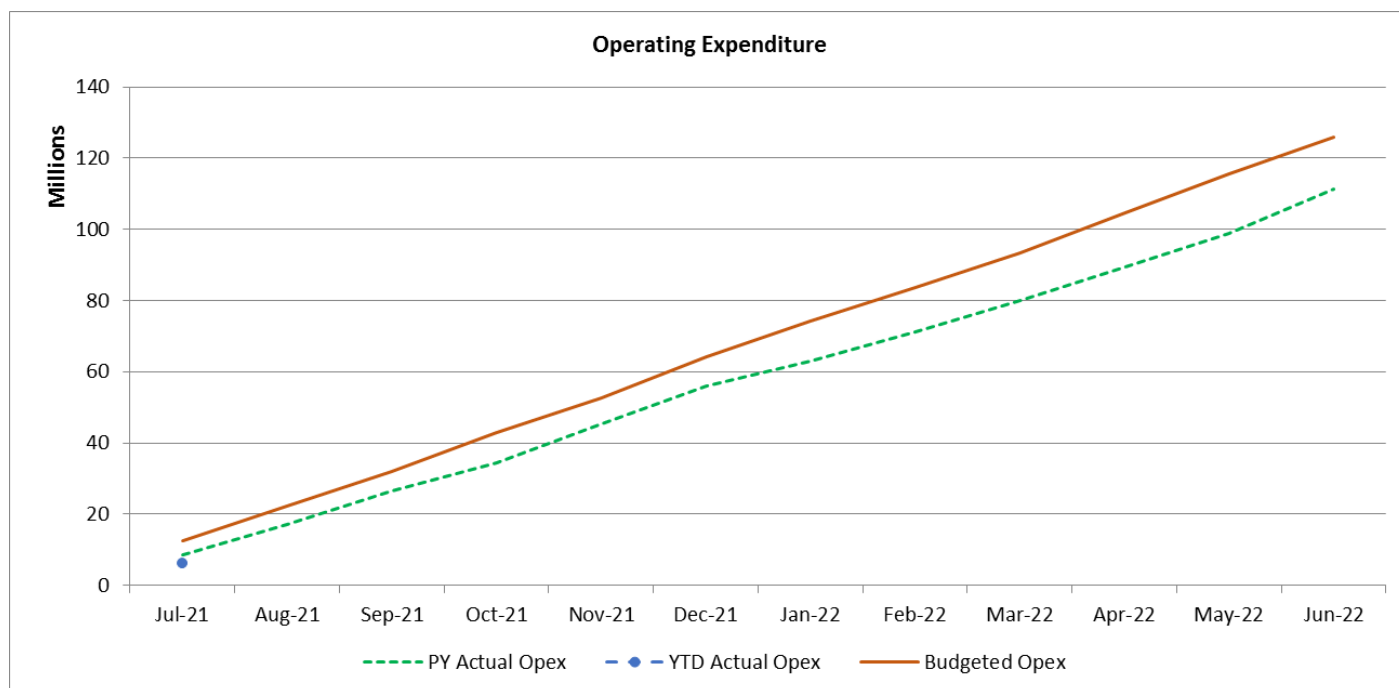


Operating Revenue comprises the following items – Rates and Utility Charges, Fees and Charges, Rental Income, Interest Received, Sale of Contract and Recoverable Works, Operating Grants, Subsidies and Contributions, Other Recurrent Revenue.

The operating revenue for July was \$757,509 which is unfavourable when compared to the budget by \$1,161,577. This unfavourable position is primarily due to the cashflowing of the revenue for the TMR project works.

It is noted that cashflow projections will be reviewed throughout the year. Any adjustments made will be a redistribution of existing budget amounts and have no bottom line impact on the budget.

OPERATING EXPENDITURE

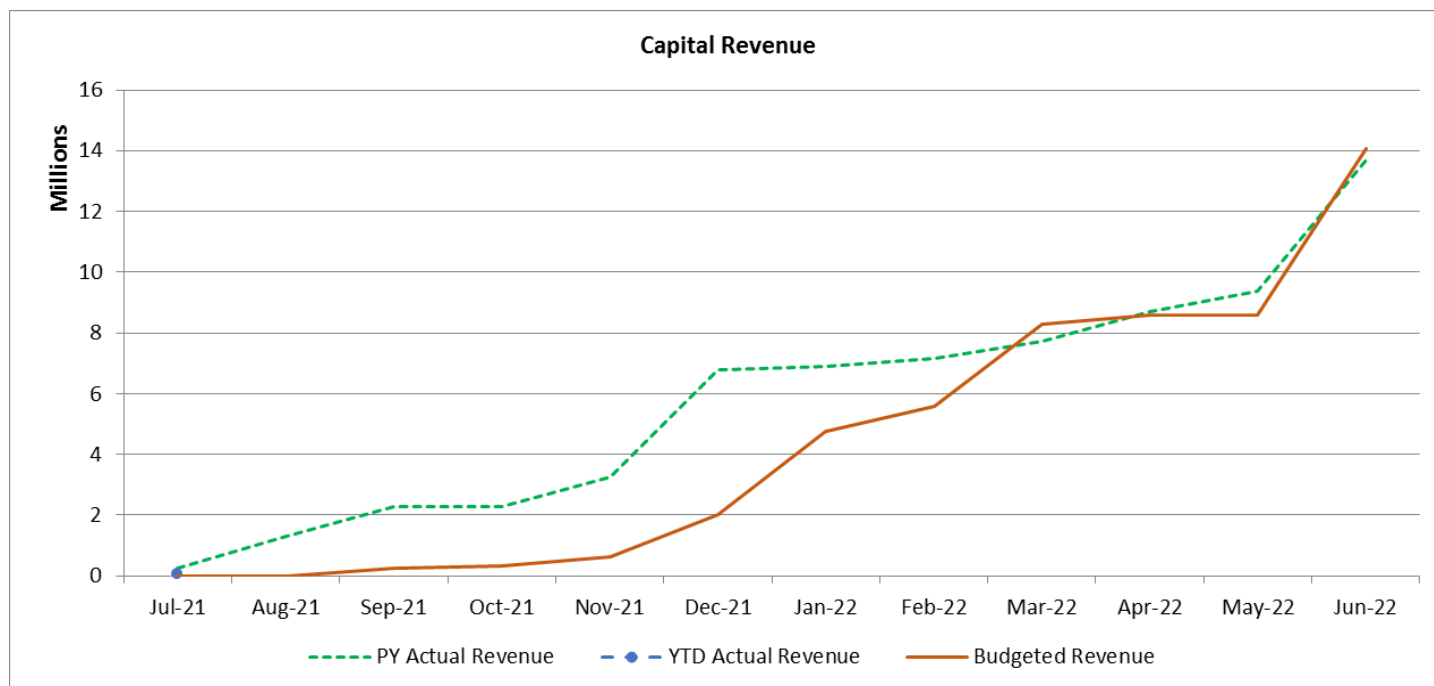


Operating expenditure consists of Employee Expenses, Materials and Services, Finance Costs and Depreciation.

Actual operating expenditure for July was \$6,093,657 which is favourable to budget by \$6,522,252. This favourable result is mainly due to the first week accrual of wages to the 20/21 financial year through end of year processes and the allocation of budgeted cashflow.

It is noted that cashflowing of projects will be reviewed throughout the year. Any adjustments made will be a redistribution of existing budget amounts and have no bottom-line impact on the budget.

CAPITAL REVENUE



Capital Revenue for July YTD is \$75,800 which consists of grants, contributions and proceeds from the disposal of assets. The current favourable variance is due primarily to the timing of grant receipts.

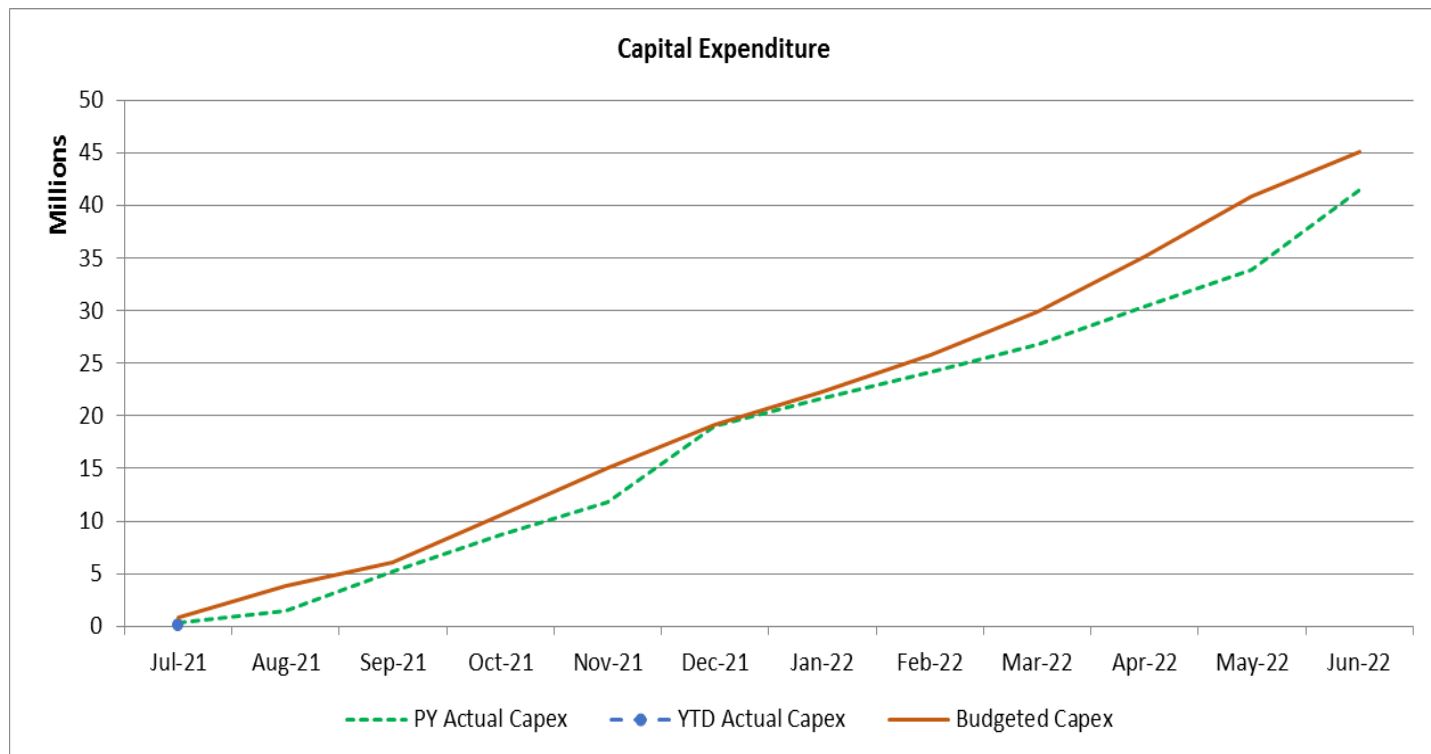
Some of our budgeted major capital grants for 21/22 are:

- Black Spot Funding
- Bridges Renewal Program
- Grant - TIDS
- Local Roads & Community Infrastructure Grants
- QRRRF
- Regional Recovery Partnership
- RTR Grant funds
- Works for QLD 21 - 24

Major Funding received to date:

- QRRRF

CAPITAL EXPENDITURE



Capital expenditure is under budget excluding commitments, noting however that it is early in the financial year. It is noted that the majority of expenditure in July relates to payments for works undertaken in the prior financial year which were accrued back through end of year processes. It is anticipated that expenditure will come in line throughout the financial year.

The major budgeted projects for 21/22 financial year are:

- Rural Unsealed Roads Resheeting
- Clermont Saleyard & Showgrounds Revitalisation
- Valkyrie Road Pavement Works
- Moranbah Community Centre
- Surfacing Renewal Program
- Rural Pavement Rehabilitation Program
- Peakvale Road Drummond Creek Floodway Upgrade
- Moranbah Landfill Phase 2 Stage 2
- CORP Sewer relining
- Greg Cruickshank Aquatic Centre
- Moranbah 400ML raw water dam - remediation
- Moranbah Interagency Transfer of Bundera Place
- Clermont Design and Construct - Principal Cycle Network Expansion
- Dysart WWTP Trickling filters

CAPITAL FUNDING AND PROJECT COMMITTALS

Capital expenditure is financed through loan borrowings, proceeds on disposal of assets, general reserves and the future capital sustainability reserve.

The future capital sustainability reserve represents accumulated funded depreciation monies which are held to maintain capital value under Council's long-term asset management plan.

The following table illustrates the Council's capital project expenditure as at July 2021.

Department	YTD Actual	YTD Commitment	YTD Total Expenditure	Full Year Budget	% Complete	% Complete
					(YTD Actual vs FY Budget)	(YTD Total vs FY Budget)
CG&FS	1,985	28,385	30,370	1,411,740	0.1%	2.2%
E&I	73,634	1,767,747	1,841,381	23,009,694	0.3%	8.0%
PE&CS	19,418	1,075,083	1,094,500	9,818,802	0.2%	11.1%
W&WW	59,603	2,578,853	2,638,456	10,801,000	0.6%	24.4%
TOTAL	154,640	5,450,068	5,604,708	45,041,236	0.3%	12.4%

DEPARTMENT OF LOCAL GOVERNMENT AND PLANNING (DLGP) FINANCIAL SUSTAINABILITY RATIOS

In accordance with s169(5) of the Local Government Regulation 2012, the DLGP financial sustainability ratios have been provided.

The ratios are designed to provide an indication of the performance of Council against key financial sustainability criteria which must be met to ensure the prudent management of financial risks.

Ratio	Description	Formula	YTD Actual Result	Bench mark	Within Limits	FY Budget
Operating Surplus Ratio	This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes.	Net operating surplus	-704.43%	0 - 10%	No	1.20%
		Total operating revenue				
Net Financial Liabilities Ratio	This is an indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues.	Total liabilities less current assets	-2800.43%	<=60%	Yes	-2.88%
		Total operating revenue				
Asset Sustainability Ratio	This ratio provides a guide as to whether the infrastructure assets managed by Council are being replaced as they reach the end of their useful lives.	Capital expenditure on renewals	8.19%	>90%	No	93.50%
		Depreciation expense				
Total Debt Service Cover	This ratio provides a guide as to the Council's ability to meet its loan repayments.	Operating cash flow plus interest	-1.9	2	No	9.24
		Interest plus current borrowings				
Cash Expense Ratio	This ratio provides a guide as to the ability of the Council to pay its costs within the short term.	Current cash balance	12.43 Months	3 Months	Yes	2.34 Months
		Operating expenses less depreciation and finance costs				

1. **Operating Surplus Ratio** - This ratio is an indicator of the extent to which revenues raised cover the operational expenses only or are available for capital funding purposes. The target result for this ratio is between 0-10% per annum (on average over the long term). With the net operating profit year to date a loss of \$5,336,148, the ratio is currently negative 704.43%, which is outside of Council's budget and benchmark range. This is not uncommon for the first few months of the financial year considering the main income source (Rates Revenue) is only generated in September 2021 and March 2022 for Council.
2. **Net Financial Liabilities Ratio** - This ratio is an indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues. As Council's current assets are greater than total liabilities, the resulting ratio is currently showing as favourable with a negative 2,800.43%. This ratio is expected to be more accurately represented after the issuing of rates in September.
3. **Asset Sustainability Ratio** - This ratio is a guide as to whether infrastructure assets managed by Council are being replaced as they reach the end of their useful lives. Council's target is to have a result of greater than 90%. With capital expenditure just commencing in July the ratio is low at 8.19%, which is below the 90% benchmark. This ratio is expected to improve throughout the financial year.
4. **Total Debt Service** - This ratio represents Council's ability to meet its loan repayments through operating cash. A ratio greater than two (2) times, is the ideal result for Council. Council's year to date ratio is a negative 1.9 times and indicates that Council has insufficient operating cash flow (due to Rates not being issued until September) to cover its loan repayments. This is not uncommon for the first few months of the financial year considering the main income source (Rates Revenue) is only generated in September 2021 and March 2022 for Council.
5. **Cash Expense Ratio** - This ratio helps Council calculate how many months the current year's cash balance can cover operating expenses (excluding depreciation and finance costs), without additional cash flows. Council has enough current cash to cover 12.43 months as at 31 July 2021. This is above the targeted benchmark of three (3) months.

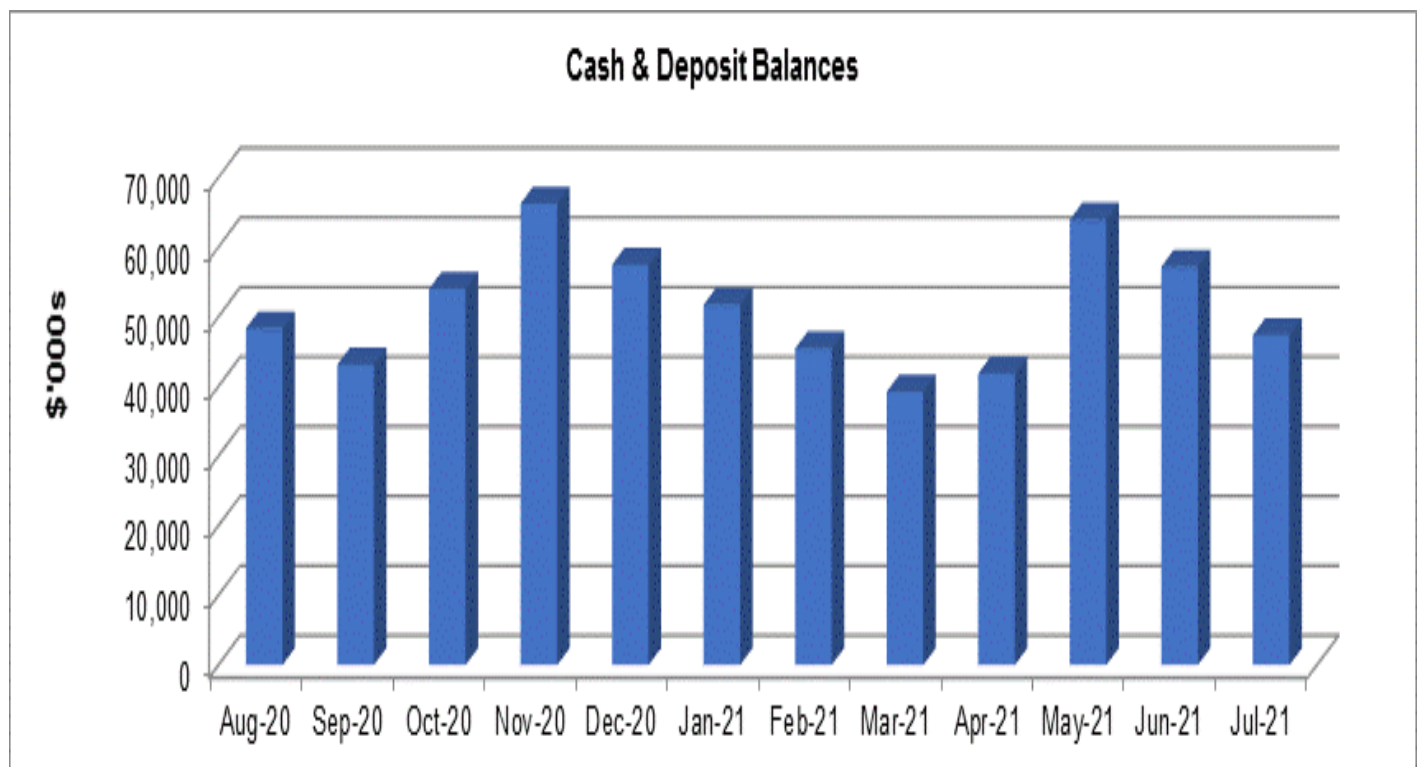
INVESTMENTS AND CASH BALANCES

The following is a list of all investments held by Council as at the period ending 31 July 2021.

ISAAC REGIONAL COUNCIL					
Investments					
For the Period Ended 31 July 2021					
Account	Description	Institution	Amount	Maturity Date	Interest Rate
10-000-1111	Cash at bank-QCCU	QCCU	3,105		
10-000-1113	Cash at Bank - ANZ	ANZ	950,072		
10-000-1116	QTC Operating Fund	QTC	43,751,832		0.61%
10-000-1117	ANZ Business Premium Saver	ANZ	2,656,923		0.05%
10-000-1131	Petty Cash		4,000		
10-000-1132	Floats		6,391		
Total Investments			47,372,322		

Bank	Credit Rating	% of Funds	Policy Total Profile
ANZ Banking Group	AA-	7.64%	Maximum 40%
QCCU	BBB	0.00%	Maximum 10%
Queensland Treasury Corporation	QTC	92.36%	No Limit

The following chart outlines the Council's cash and deposit balances for the previous twelve months up to the period ending 31 July 2021.



LOANS

ISAAC REGIONAL COUNCIL							
Loans							
For the Period Ended 31 July 2021							
						Repayment Due 15 Sep 2021	
Loan Name	Balance as at 31 July 2021	Rate as at 31 July 2021	Approved Term	Remaining Term	Principal	Interest	Total
Land Development Moranbah	\$9,060,979	4.37	20	11.88	\$144,587	\$98,991	\$243,578
Land Purchase - Moranbah	\$11,810,599	5.1	20	11.38	\$190,377	\$150,556	\$340,932
Landfill Rehabilitation - Moranbah	\$2,500,000	2.26	20	19.89	\$24,923	\$12,790	\$37,713
Total	\$23,371,578				\$359,887	\$262,337	\$622,224

Debt service repayments are made quarterly. The fourth quarter repayment for the 20/21 financial year was made on 15 June 2021. The first repayment for the 21/22 financial year is due 15 September 2021.

ACCOUNTS RECEIVABLE

The following is a breakdown of the Council's accounts receivable by age for the period ending 31 July 2021.

Accounts Receivable Ageing Analysis at 31 July 2021			
Ageing	Number of Invoices	Amount Outstanding	% of Total Outstanding
Current	303	3,108,551.27	88.44%
30 Days	105	168,206.97	4.79%
60 Days	22	8,097.64	0.23%
90 Days	66	229,889.69	6.54%
TOTAL	496	3,514,745.57	100.00%

The Accounts Receivable balance at 31 July 2021 is \$3,514,745.57 which has increased from 30 June 2021 balance of \$2,460,000.26 due to finalisation of revenue line items for 20/21 financial year.

- 30 day balances have increased due to Water & Waste invoices being overdue.
- 60 day balances have decreased due to backflow invoices being paid and others ageing to 90 days.
- 90 days and over outstanding receivables have decreased slightly due to some invoices for trade waste being paid. There are no other significant new 90 day debtors.

A review was undertaken at the end of the previous financial year to write off debts deemed as non-recoverable. Therefore, at this point in time the remaining outstanding balance is believed to be recoverable.

ACCOUNTS PAYABLE

The following is a breakdown of the Council's accounts payable by age for the period ending 31 July 2021.

Accounts Payable Ageing Analysis at 31 July 2021			
Ageing	No. of Documents	Amount Outstanding	% of Total Outstanding
Current	167	1,774,268.61	98.06%
30 Days	10	28,423.28	1.57%
60 Days	1	841.50	0.05%
90 Days	8	5,776.83	0.32%
TOTAL	186	1,809,310.22	100.00%

The outstanding Accounts Payable balance as at 31 July 2021 was \$1,809,310.22. The 30, 60 & 90 day aging accounts total \$35,041.61.

At the date this report was prepared the following remain unpaid:

- 30 day balances – \$28,423.28 (10 invoices) remain unpaid with 3 invoices (\$14,984.67) having not been approved by staff in a timely manner and 7 invoices (\$13,438.61) having been received late from the supplier.
- 60 day balances – \$841.50 (1 invoice) remains unpaid with the invoice having been received late from the supplier.
- 90 day balances - \$5,776.83 (8 invoices) remain unpaid with all invoices having been received late from the supplier.

YEAR TO DATE RATES REPORT

The following is a breakdown of the Council's rates transactions the year to date as at 31 July 2021.

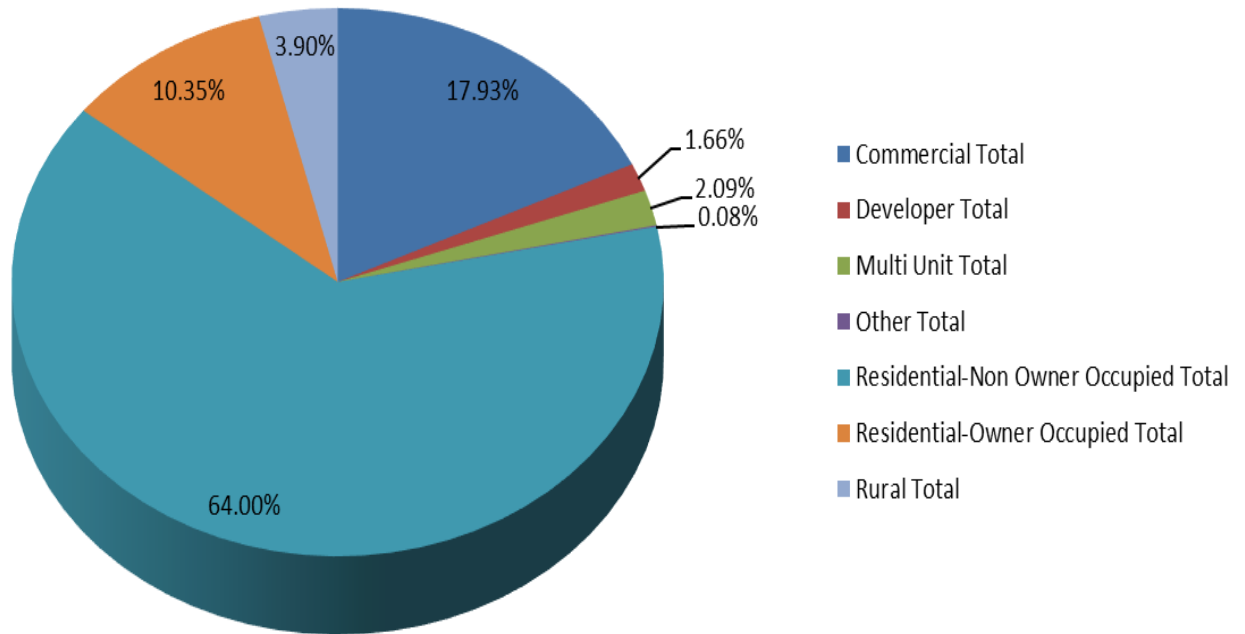
The July month end closing balance for rates outstanding was \$2,691,482.

Rates Balancing Report As At 31 July 2021		
	YTD 31 July 2021	YTD 31 July 2020
Opening Balance	3,368,557	3,953,039
Rates Charges		
Rates Levied	0	2,256
Interest	(19)	0
Refunds	2,617	2,007
Total Rates	2,598	4,263
Discounts and Receipts		
Discounts	(186)	18
Receipts	(679,443)	(239,226)
Government Subsidy	(20)	(37)
Council Subsidy	(24)	(10)
Remissions	0	0
Write Offs	0	0
Total Discounts & Receipts	(679,674)	(239,255)
Legal	0	0
Closing Balance	2,691,482	3,718,048

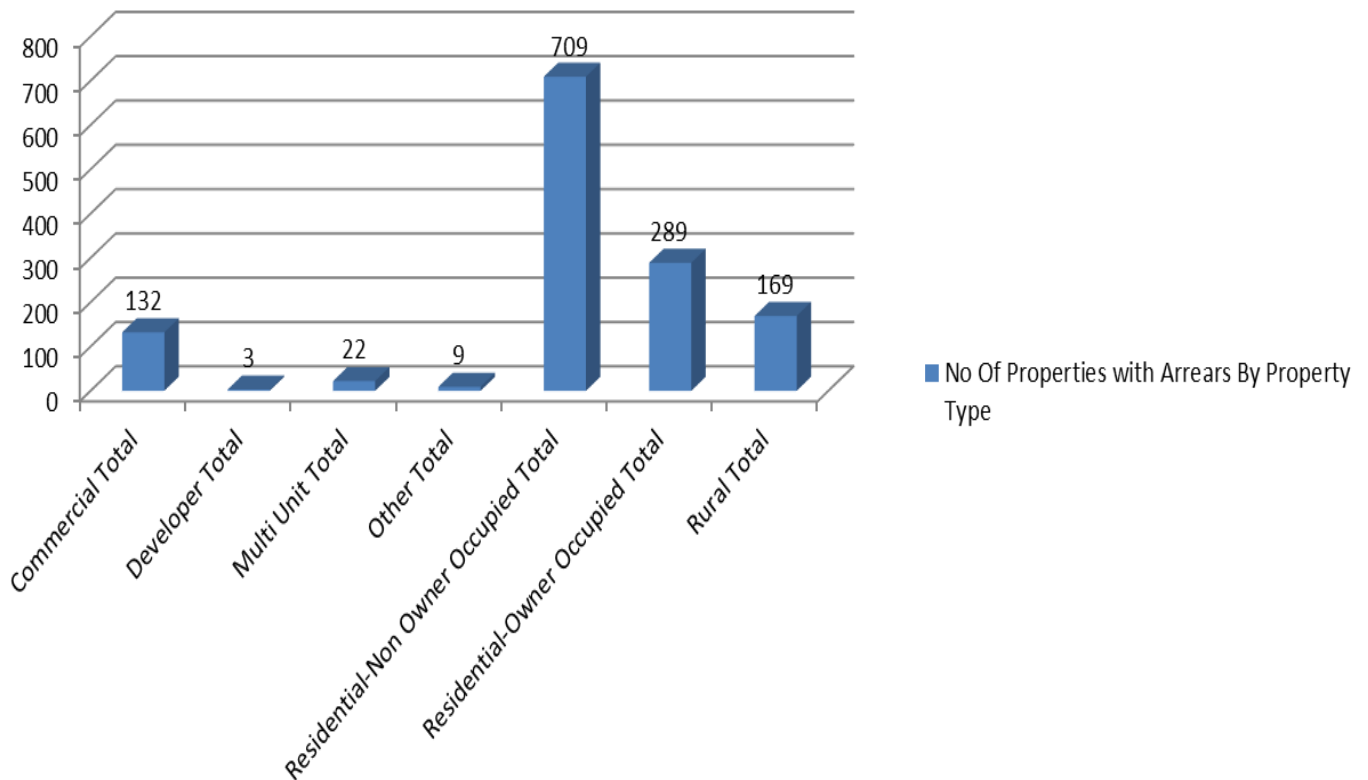
Rates Breakdown	As At 31 July 2021
Rates in Credit	(2,715,994)
Rates Not Due Yet	2,190
Rates In Arrears	5,405,285
Total Rates Balance	2,691,482

Prior 2016	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
1,455,975	452,099	469,849	487,655	610,834	1,928,874	5,405,285
26.94%	8.36%	8.69%	9.02%	11.30%	35.68%	100.00%

Percentage of Arrears By Property Type



No Of Properties with Arrears By Property Type



APPENDIX 1 – FINANCIAL STATEMENTS

Attached are the financial statements for the period ended 31 July 2021. Actual amounts are compared against the year to date Original Budget.


Financial statement included:

- **Statement of Comprehensive Income** – Displays Council's year to date profit and loss up to the period end.
- **Statement of Financial Position** – Summarises Council's assets, liabilities and community equity up to the period end.
- **Statement of Cash Flows** – Summarises the changes in the Council's cash and cash equivalents by operating, investing, and financing activities.

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 31 July 2021

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Net Rates & Utility Charges		(210)	-	(210)	(700)	490	90,738,785	(0.0%)
Fees & Charges	1	200,102	-	200,102	306,921	(106,819)	3,684,550	5.4%
Rental Income		130,670	-	130,670	121,045	9,625	1,479,854	8.8%
Interest Received		22,645	-	22,645	44,792	(22,147)	601,500	3.8%
Sales of Contract & Recoverable Works	2	11,566	-	11,566	1,061,750	(1,050,184)	16,451,000	0.1%
Operating Grants, Subsidies & Contributions		77,477	-	77,477	44,583	32,894	6,856,704	1.1%
Other Recurrent Revenue		315,260	-	315,260	340,695	(25,435)	7,462,170	4.2%
		757,509	-	757,509	1,919,086	(1,161,577)	127,274,563	0.6%
Expenses								
Operating Expenses								
Employee Expenses	3	2,025,669	-	2,025,669	3,125,320	(1,099,650)	41,607,376	4.9%
Materials & Services	4	1,784,903	6,581,599	8,366,502	7,161,284	1,205,218	56,150,510	14.9%
Finance Costs		52,443	-	52,443	98,663	(46,220)	1,240,438	4.2%
Depreciation and Amortisation		2,230,643	-	2,230,643	2,230,643	-	26,767,710	8.3%
Corporate Overheads & Competitive Neutrality Costs		-	-	-	-	-	-	0.0%
		6,093,657	6,581,599	12,675,257	12,615,910	59,347	125,766,034	10.1%
Operating Position Before Capital Items		(5,336,148)	(6,581,599)	(11,917,747)	(10,696,824)	(1,220,924)	1,508,529	(790.0%)
Capital Revenue								
Capital Revenue		75,800	-	75,800	-	75,800	13,136,378	0.6%
Proceeds from Sale of Land & PPE		-	-	-	-	-	947,660	0.0%
		75,800	-	75,800	-	75,800	14,084,038	0.5%
Net Result Attributable to Council in Period		(5,260,348)	(6,581,599)	(11,841,947)	(10,696,824)	(1,145,124)	15,592,567	(75.9%)
Total Comprehensive Income		(5,260,348)	(6,581,599)	(11,841,947)	(10,696,824)	(1,145,124)	15,592,567	(75.9%)

Council's operating position at month end is a \$5.3M deficit

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1. **Fees & Charges** are \$200,102 which is unfavourable compared to YTD budget by \$106,819. This variance is predominately due to potable water sales which is yet to issue invoices for July.
 2. **Sales of Contract & Recoverable Works** are unfavourable to the adopted budget by \$1,050,184. This unfavourable variance is predominantly due to the current cashflowing of revenue for TMR project works.
 3. **Employee Expenses** are favourable to the adopted budget by \$1,099,650. This favourable variance is mainly due to the first week of the year being accrued back to the previous financial year through end of year processes.
 4. **Materials & Services** actual expenses for the year to date are \$1,784,903 with \$6,581,599 being recorded in commitments, resulting in an unfavourable variance to adopted budget by \$1,205,218. This unfavourable variance is due to the inclusion of commitments which relate to future reporting periods. Excluding commitments YTD expenditure would be approximately \$5.4M below YTD budget.

ISAAC REGIONAL COUNCIL				
Statement of Financial Position				
For the Period Ended 31 July 2021				
	Notes	Actual YTD	30 June 2021	Variance
		\$	\$	%
Current Assets				
Cash & Cash Equivalents		47,372,322	57,171,740	82.9%
Trade & Other Receivables		9,583,999	13,620,538	70.4%
Inventories		16,372,916	16,369,056	100.0%
Total Current Assets		73,329,237	87,161,334	84.1%
Non-Current Assets				
Property, Plant and Equipment		1,079,397,481	1,081,626,872	99.8%
Capital Work in Progress		32,888,811	32,146,093	102.3%
Total Non-Current Assets		1,112,286,292	1,113,772,965	99.9%
TOTAL ASSETS		1,185,615,530	1,200,934,299	98.7%
Current Liabilities				
Trade & Other Payables		9,655,797	19,753,950	48.9%
Borrowings - Interest Bearing		1,552,055	1,506,500	103.0%
Provisions		8,530,289	8,461,009	100.8%
		19,738,142	29,721,458	66.4%
Non-Current Liabilities				
Borrowings - Interest Bearing		21,906,969	21,906,969	100.0%
Borrowings - Interest Bearing		1,968,966	1,968,966	100.0%
Non Current Provision		1,739,626	1,800,141	96.6%
Non Current Creditors		6,762,027	6,762,027	100.0%
Total Non-Current Liabilities		32,377,589	32,438,104	99.8%
TOTAL LIABILITIES		52,115,730	62,159,562	83.8%
NET COMMUNITY ASSETS		1,133,499,799	1,138,774,737	99.5%
Community Equity				
Retained surplus current year		843,018,955	848,352,443	99.4%
Asset revaluation reserve		233,146,780	233,146,780	100.0%
Other reserves		57,334,064	57,275,514	100.1%
TOTAL COMMUNITY EQUITY		1,133,499,799	1,138,774,737	99.5%

ISAAC REGIONAL COUNCIL			
Statement of Cash Flows			
For the Period Ended 31 July 2021			
	Actual YTD	30 June 2021	Variance
	\$	\$	%
Cash Flows from Operating Activities			
Receipts from customers	4,769,048	115,953,519	4.1%
Payments to suppliers and employees	(13,945,534)	(85,073,091)	16.4%
Cash provided by / (used in) net result	(9,176,486)	30,880,427	(29.7%)
Cash Flows from Investing Activities			
Profit / (Loss) on sale of capital assets	-	(3,399,536)	0.0%
Grants, subsidies, contributions and donations	75,800	11,925,042	0.6%
Payments for property, plant and equipment	(744,287)	(41,811,764)	1.8%
Net movement in loans to Community Organisations			0.0%
Net cash provided by investing activities	(668,487)	(33,286,258)	2.0%
Cash Flow from Financing Activities			
Proceeds from borrowings	-	1,035,391	0.0%
Repayment of borrowings	45,555	162,542	28.0%
Net cash provided by financing activities	45,555	1,197,932	3.8%
Net Increase / (Decrease) in Cash Held	(9,799,418)	(1,207,898)	811.3%
Cash at the beginning of the period	57,171,740	58,379,638	97.9%
Cash at the end of the Reporting Period	47,372,322	57,171,740	82.9%



Appendix 2 – Preliminary Executive Level Reports

Executive Level operating statements provide information on the performance of each Directorate for the period ended 31 July.

Actual amounts and commitments are compared against the year to date Original Budget.

Commitment balances are reported at a point of time and will continue to be reviewed as the year progresses. It should be noted that commitments are not currently able to be cash flowed across the financial year.

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 31 July 2021

Office of the CEO

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Operating Grants, Subsidies & Contributions		19,717	-	19,717	12,917	6,800	155,000	12.7%
		19,717	-	19,717	12,917	6,800	155,000	12.7%
Expenses								
Operating Expenses								
Employee Expenses		164,844	-	164,844	223,573	(58,729)	2,906,449	5.7%
Materials & Services	1	147,948	180,205	328,153	208,267	119,887	1,251,642	26.2%
Corporate Overheads & Competitive Neutrality Costs		(401,215)	-	(401,215)	(401,215)	-	(4,814,578)	8.3%
		(88,423)	180,205	91,782	30,625	61,157	(656,488)	(14.0%)
Operating Position Before Capital Items		108,139	(180,205)	(72,065)	(17,708)	(54,357)	811,488	(8.9%)
Capital Revenue								
		-	-	-	-	-	-	0.0%
Net Result Attributable to Council in Period		108,139	(180,205)	(72,065)	(17,708)	(54,357)	811,488	(8.9%)
Total Comprehensive Income		108,139	(180,205)	(72,065)	(17,708)	(54,357)	811,488	(8.9%)


1. Materials & Services for the year to date are \$119,887 unfavourable compared to the YTD budget of \$208,267. Actual expenditure is \$147,948 with commitments of \$180,205. This unfavourable variance is due to the inclusion of commitments which relate to future reporting periods.

<p style="text-align: center;">ISAAC REGIONAL COUNCIL Statement of Comprehensive Income For the Period Ended 31 July 2021</p>								
Corporate, Governance & Financial Service								
	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Original Budget \$	Variance \$	Full Year Original Budget \$	Completion %
Income								
Operating Revenue								
Net Rates & Utility Charges		(210)	-	(210)	(700)	490	60,106,480	(0.0%)
Fees & Charges		4,788	-	4,788	4,583	205	55,000	8.7%
Interest Received		22,664	-	22,664	37,983	(15,320)	519,800	4.4%
Sales of Contract & Recoverable Works		10,477	-	10,477	6,667	3,811	80,000	13.1%
Operating Grants, Subsidies & Contributions		-	-	-	-	-	3,561,554	0.0%
Other Recurrent Revenue		135	-	135	8,750	(8,615)	145,000	0.1%
		37,854	-	37,854	57,283	(19,429)	64,467,834	0.1%
Expenses								
Operating Expenses								
Employee Expenses	1	220,052	-	220,052	567,599	(347,547)	8,357,008	2.6%
Materials & Services	2	1,306,760	717,362	2,024,122	3,238,426	(1,214,304)	10,367,061	19.5%
Finance Costs		23,745	-	23,745	49,701	(25,956)	596,417	4.0%
Depreciation and Amortisation		81,612	-	81,612	81,612	-	979,348	8.3%
Corporate Overheads & Competitive Neutrality Costs		(1,208,395)	-	(1,208,395)	(1,208,395)	-	(14,500,743)	8.3%
		423,774	717,362	1,141,136	2,728,943	(1,587,807)	5,799,091	19.7%
Operating Position Before Capital Items		(385,919)	(717,362)	(1,103,282)	(2,671,660)	1,568,378	58,668,743	(1.9%)
Capital Revenue								
Capital Revenue		73,800	-	73,800	-	73,800	246,000	30.0%
		73,800	-	73,800	-	73,800	246,000	30.0%
Net Result Attributable to Council in Period		(312,119)	(717,362)	(1,029,482)	(2,671,660)	1,642,178	58,914,743	(1.7%)
Total Comprehensive Income		(312,119)	(717,362)	(1,029,482)	(2,671,660)	1,642,178	58,914,743	(1.7%)

1. Employee Expenses for year to date is favourable compared to the budget by \$347,547. This favourable variance is mainly due to the first week of the year being accrued back to the previous financial year through end of year processes.

2. Materials & Services for the financial year to date are \$1,214,304 favourable with \$1,306,760 in actual expenditure and \$717,362 in commitments against the YTD budget of \$3,238,426. This favourable variance is due to cashflowing of the annual insurance renewal in July. This variance is expected to correct itself in August.

<p style="text-align: center;">ISAAC REGIONAL COUNCIL</p> <p style="text-align: center;">Statement of Comprehensive Income</p> <p style="text-align: center;">For the Period Ended 31 July 2021</p>								
Engineering & Infrastructure Services								
	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Fees & Charges		17,224	-	17,224	20,483	(3,260)	245,800	7.0%
Rental Income		111,218	-	111,218	107,295	3,922	1,287,545	8.6%
Sales of Contract & Recoverable Works	1	1,088	-	1,088	1,055,083	(1,053,995)	16,371,000	0.0%
Operating Grants, Subsidies & Contributions		6,964	-	6,964	19,583	(12,619)	2,551,650	0.3%
Other Recurrent Revenue		5,361	-	5,361	-	5,361	-	0.0%
		141,855	-	141,855	1,202,445	(1,060,591)	20,455,995	0.7%
Expenses								
Operating Expenses								
Employee Expenses	2	710,517	-	710,517	1,017,565	(307,047)	13,228,339	5.4%
Materials & Services	3	17,690	2,162,080	2,179,770	1,557,753	622,017	20,051,474	10.9%
Depreciation and Amortisation		1,225,332	-	1,225,332	1,225,332	-	14,703,981	8.3%
Corporate Overheads & Competitive Neutrality Costs		746,474	-	746,474	746,474	-	8,957,689	8.3%
		2,700,013	2,162,080	4,862,093	4,547,124	314,969	56,941,484	8.5%
Operating Position Before Capital Items		(2,558,158)	(2,162,080)	(4,720,238)	(3,344,678)	(1,375,560)	(36,485,489)	12.9%
Capital Revenue								
Capital Revenue		2,000	-	2,000	-	2,000	6,074,178	0.0%
Proceeds from Sale of Land & PPE		-	-	-	-	-	947,660	0.0%
		2,000	-	2,000	-	2,000	7,021,838	0.0%
Net Result Attributable to Council in Period		(2,556,158)	(2,162,080)	(4,718,238)	(3,344,678)	(1,373,560)	(29,463,651)	16.0%
Total Comprehensive Income		(2,556,158)	(2,162,080)	(4,718,238)	(3,344,678)	(1,373,560)	(29,463,651)	16.0%

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1. **Sales of Contract & Recoverable Works** are unfavourable to the budget by \$1,053,995. This unfavourable variance is mainly due to the cashflowing of the revenue for the TMR project works.
 2. **Employee Expenses** are favourable compared to the adopted budget by \$307,047. This favourable variance is mainly due to the first week of the year being accrued back to the previous financial year through end of year processes.
 3. **Materials & Services** for the financial year to date are \$622,017 unfavourable with \$17,690 of actual expenditure and \$2,162,080 in commitments against YTD budget of \$1,557,753. This unfavourable variance is due to the inclusion of commitments, the majority of which relate to the DRFA Trevor event. It should be noted that the DRFA works were finalised in the 20/21 Financial Year. Current advice from officers is that these commitments will be cancelled.

ISAAC REGIONAL COUNCIL								
Statement of Comprehensive Income								
For the Period Ended 31 July 2021								
Planning, Environment & Community Service								
	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Fees & Charges		147,480	-	147,480	177,604	(30,124)	2,131,250	6.9%
Rental Income		19,452	-	19,452	12,917	6,536	155,000	12.5%
Operating Grants, Subsidies & Contributions		1,183	-	1,183	12,083	(10,900)	541,000	0.2%
Other Recurrent Revenue		885	-	885	667	218	8,000	11.1%
		169,000	-	169,000	203,271	(34,270)	2,835,250	6.0%
Expenses								
Operating Expenses								
Employee Expenses	1	561,771	-	561,771	790,311	(228,541)	10,274,049	5.5%
Materials & Services	2	204,482	665,731	870,213	557,270	312,944	7,055,399	12.3%
Finance Costs		25,638	-	25,638	48,961	(23,323)	587,537	4.4%
Depreciation and Amortisation		138,115	-	138,115	138,115	-	1,657,385	8.3%
Corporate Overheads & Competitive Neutrality Costs		347,496	-	347,496	347,496	-	4,169,950	8.3%
		1,277,502	665,731	1,943,233	1,882,154	61,079	23,744,320	8.2%
Operating Position Before Capital Items		(1,108,501)	(665,731)	(1,774,233)	(1,678,883)	(95,350)	(20,909,070)	8.5%
Capital Revenue								
Capital Revenue		-	-	-	-	-	5,616,200	0.0%
		-	-	-	-	-	5,616,200	0.0%
Net Result Attributable to Council in Period		(1,108,501)	(665,731)	(1,774,233)	(1,678,883)	(95,350)	(15,292,870)	11.6%
Total Comprehensive Income		(1,108,501)	(665,731)	(1,774,233)	(1,678,883)	(95,350)	(15,292,870)	11.6%

1. Employee Expenses are favourable compared to the YTD budget by \$228,541. This favourable variance is mainly due to the first week of the year being accrued back to the previous financial year through end of year processes.

2. Materials & Services for the financial year to date are \$312,944 unfavourable when compared to the YTD budget of \$557,270 with actual expenditure recorded \$204,482 and \$665,731 in commitments. This unfavourable variance is due to the inclusion of commitments which relate to future reporting periods.

ISAAC REGIONAL COUNCIL								
Statement of Comprehensive Income								
For the Period Ended 31 July 2021								
Water & Waste								
	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Original Budget \$	Variance \$	Full Year Original Budget \$	Completion %
Income								
Operating Revenue								
Net Rates & Utility Charges		-	-	-	-	-	30,632,305	0.0%
Fees & Charges		30,610	-	30,610	104,250	(73,640)	1,252,500	2.4%
Rental Income		-	-	-	833	(833)	37,309	0.0%
Interest Received		(19)	-	(19)	6,808	(6,827)	81,700	(0.0%)
Operating Grants, Subsidies & Contributions		49,613	-	49,613	-	49,613	47,500	104.4%
Other Recurrent Revenue		308,879	-	308,879	331,278	(22,399)	7,309,170	4.2%
		389,083	-	389,083	443,170	(54,087)	39,360,484	1.0%
Expenses								
Operating Expenses								
Employee Expenses	1	368,486	-	368,486	526,272	(157,786)	6,841,531	5.4%
Materials & Services	2	108,022	2,856,221	2,964,243	1,599,569	1,364,674	17,424,934	17.0%
Finance Costs		3,060	-	3,060	-	3,060	56,483	5.4%
Depreciation and Amortisation		785,583	-	785,583	785,583	-	9,426,996	8.3%
Corporate Overheads & Competitive Neutrality Costs		515,640	-	515,640	515,640	-	6,187,683	8.3%
		1,780,791	2,856,221	4,637,012	3,427,064	1,209,948	39,937,626	11.6%
Operating Position Before Capital Items		(1,391,709)	(2,856,221)	(4,247,929)	(2,983,894)	(1,264,035)	(577,143)	736.0%
Capital Revenue								
Capital Revenue		-	-	-	-	-	1,200,000	0.0%
		-	-	-	-	-	1,200,000	0.0%
Net Result Attributable to Council in Period		(1,391,709)	(2,856,221)	(4,247,929)	(2,983,894)	(1,264,035)	622,857	(682.0%)
Total Comprehensive Income		(1,391,709)	(2,856,221)	(4,247,929)	(2,983,894)	(1,264,035)	622,857	(682.0%)

1. Employee Expenses are favourable compared to the YTD budget by \$157,786. This favourable variance is mainly due to the first week of the year being accrued back to the previous financial year through end of year processes.

2. Materials & Services for the financial year to date are \$1,364,674 unfavourable, with \$108,022 in actual expenditure and \$2,856,221 in commitments. The unfavourable variance is due to the inclusion of commitments which relate to future reporting periods (commitment for contractors at IRC's landfill for the financial year is \$1.79M).

MEETING DETAILS

Corporate, Governance and Financial Services

Standing Committee

Tuesday 10 August 2021

AUTHOR

Warren Clough

AUTHOR POSITION

Acting Manager Organisational Safety

5.2

WORK, HEALTH AND SAFETY UPDATE

EXECUTIVE SUMMARY

This report is provided as an update to Council on the current status of Work Health and Safety Management System (WHSMS).

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Note the Work, Health and Safety report.*

BACKGROUND

Report provided as regular review of safety statistics to monitor effectiveness of Workplace Health and Safety Management System (WHSMS) and identify incident trends and discuss relevant Work Health and Safety issues, referring to statistics in the attached report.

IMPLICATIONS

This report provides oversight to evidence that the system is monitored to ensuring compliance and continuous improvement of WHSMS. To ensure that recommendations from the LGW audit are implemented to support continuous improvement of the WHSMS.

CONSULTATION

- WHS Operational and Strategic Safety Committee
- Organisational Safety Team
- Executive Leadership Team

BASIS FOR RECOMMENDATION

Continued oversight of the WHSMS development and management commitment. Review of safety statistics to monitor any potential negative trends.

ACTION ACCOUNTABILITY

Managers and ELT are to be accountable to ensure that all supervisors and middle managers understand the requirement to complete Safety Key Performance Indicators to benefit the WHSMS.

Organisational Safety Manager to provide an update of the attached report the WHS Operational and Strategic Committees each month.

KEY MESSAGES

Managers to ensure their staff are accountable for their actions and behaviours to demonstrate positive leadership to support cultural changes across the organisation and support effective risk management – Think ISAAC.

Report prepared by:

WARREN CLOUGH
Acting Manager Organisational Safety

Date: 27 July 2021

Report authorised by:

DARREN FETTEL
Director Corporate, Governance and Financial Services

Date: 3 August 2021

ATTACHMENTS

- Attachment 1 - Work Health and Safety Report

REFERENCE DOCUMENT

Nil

WHS MONTHLY REPORT

DATE	July, 2021
TO	August 2021, Council Meeting
FROM	Organisational Safety Manager

1. SUMMARY

During July the Organisational Safety Department have recruited for an advisor, to fill the current vacancy based in Clermont. The successful candidate has commenced with us on Monday 2 August 2021.

A safety reset of the safety committee has commenced in two parts, with the second meeting scheduled for August.

Explanatory Note:

The green section lists the objective and the target measure.

OBJECTIVE – what we plan to achieve.

TARGET – how we are going to measure and track achievement of the objective, this will not always be strict numbers for data trending and may only be captured as an annual achievement

STATUS – this is current monthly update, there may be graphs to reflect the YTD or rolling statistic, as well as general comments under relevant headings.

2. BEST PRACTICE SYSTEM

Monitoring and continuously improving our systems, aiming for best practice documentation. This includes regularly reporting to committees on document development and monitoring documents are not out of date.

OBJECTIVE to review all Policies, Procedures and work instructions biennially.

TARGET 100% of documents reviewed within required timeframes.

STATUS: on track, regularly reported to WHS Strategic Committee.

3. OBJECTIVES AND TARGETS

OBJECTIVE To establish annual KPI's to support the policy and Maintain the WHS improvement plan.

TARGET Complete quarterly review of the WHS improvement plan. Set KPI's and monitor.

STATUS: The improvement plans is currently a work in progress and is going through a revamp to prioritise our activities.

4. RISK MANAGEMENT

RISK ASSESSMENTS

Risk assessments, work is progressing on the risk assessment revised forms.

WHS MONTHLY REPORT

HAZARD HUNTER WINNERS

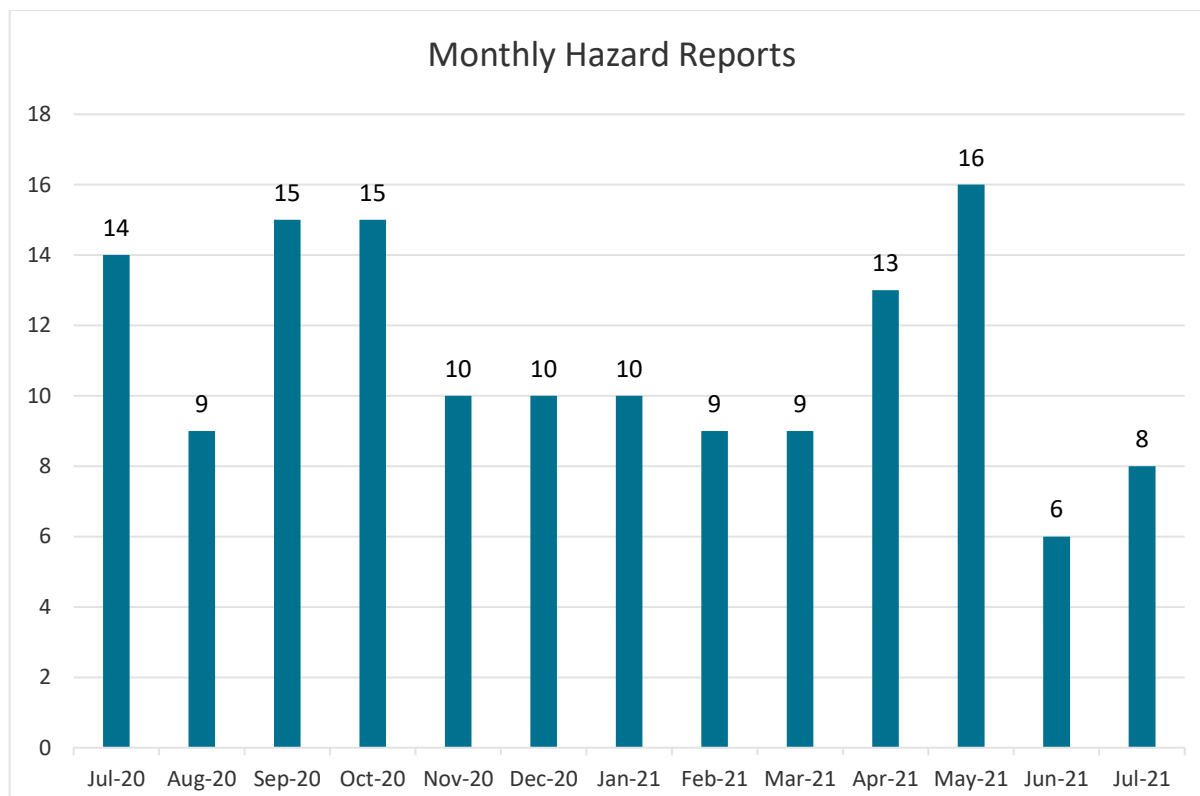
Hazard hunter winners were presented during the first round of safety resets in June.

OBJECTIVE to ensure risk management activities are undertaken by identifying hazards.

TARGET Number of hazards reported and rectified.

STATUS 8 hazards identified, 1 have been fully completed.

5. HAZARD REPORTS MONTHLY COMPARISONS



INCIDENT REVIEW

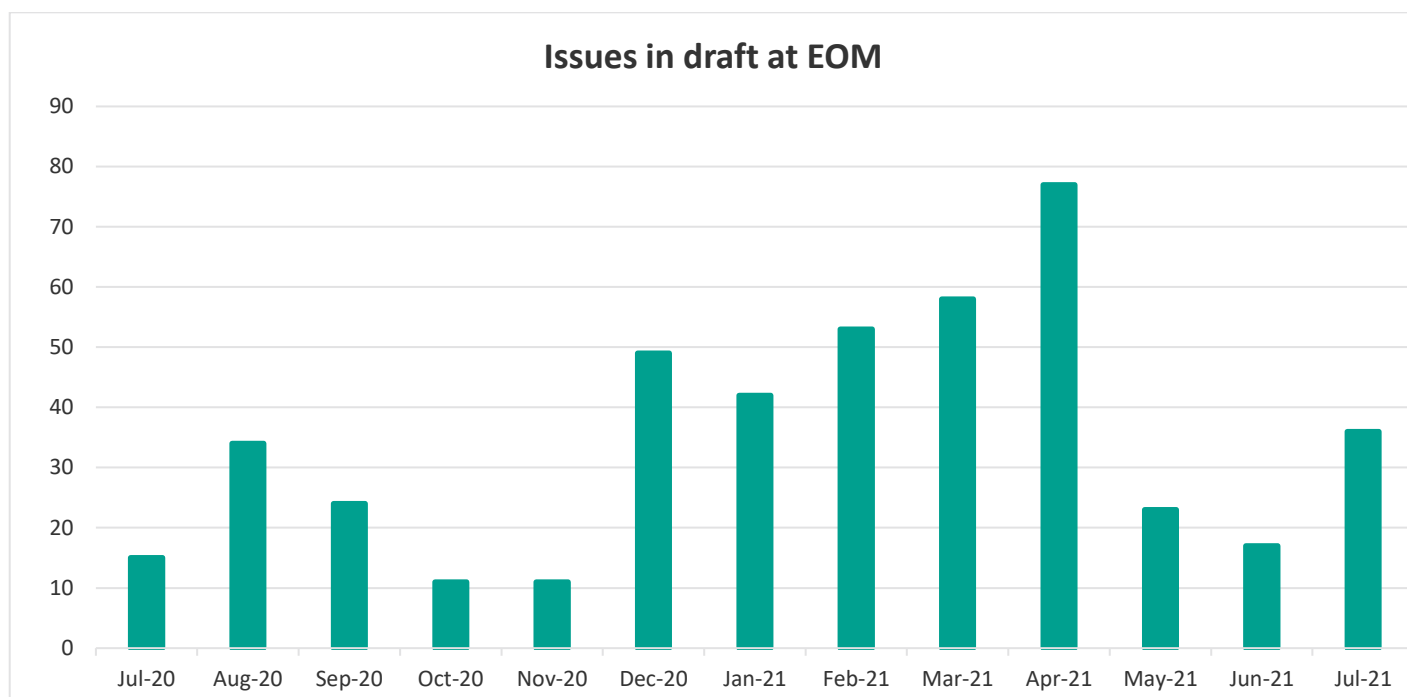
Formal investigations are being completed and forwarded for approval to the manager and executive leadership team for endorsement of proposed corrective actions.

OBJECTIVE Risk management activities to support our systems, investigate accidents in a timely manner.

TARGET # number of incidents in DRAFT after 24 hours (as EOM).

STATUS 36 incident in draft for all date range

WHS MONTHLY REPORT



TRAINING

Cultural Leadership Program project plan is being developed by P&P. Training procedures are still under review.

EMERGENCY MANAGEMENT

The emergency management plan and procedure are under review a new term of reference has been reviewed by ELT and will be scheduled to go to next Emergency Management Committee

6. CONSULTATION

A workshop to restructure the WHS committee and the roles of members, this will focus on including wellness into this group and ensure they remain of value to Council.

WHS STRATEGIC COMMITTEE

The next meeting is scheduled for June, a reset workshop will be completed.

WHS OPERATIONAL COMMITTEE

OBJECTIVE Completed schedules of meetings.

TARGET 100% of meetings completed against target at end of year.

STATUS on-track against new 2021 plan.

7. CONTRACTOR MANAGEMENT

Contractors inductions and records continue to be monitored the below, there has been an increase in the number of approved contractor companies and the under review and not approved has dropped. The inclusion of the not approved contractors is in line with our contractor and project management framework.

OBJECTIVE Evaluation of contractor and project management documentation and processes.

TARGET report on # approved contractors, # of contractors under review # expired/overdue inductions.

STATUS:

APPROVED contractor companies – 199

UNDER REVIEW contractor companies (yet to complete mandatory documents)– 53

NOT APPROVED contractor companies (failed in their obligations) - 6

8. WELLBEING & FITNESS FOR WORK

VACCINATIONS

Recently we consolidated the vaccination register into a single document at Council. All staff for whom records have expired or we have no record have been contacted.

Currently the COVID vaccination roll out is as per government guidelines.

DRUG & ALCOHOL TESTING

A RFQ response has been received with only one respondent. Follow up with other providers and review of internal capability underway to achieve best results.

WORKERS COMPENSATION & REHABILITATION

Rehabilitation and Wellness Officer continues to actively monitor all work and non-work-related injuries and illnesses. The worker support program continues to support our workers with individual concerns and supports the workplace to support them.

WELLBEING

Social responsibility, psychological safety and resourcing have been removed, pending the review of safety strategic plan and endorsement by ELT.

OBJECTIVE Support staff in maintaining physical and mental health.

TARGET Establish the wellness strategy and conduct toolbox against schedule.

STATUS: Wellbeing group stakeholders and purpose will be revised.

EMPLOYEE WELLNESS

OBJECTIVE Improve worker absenteeism and presentism through wellness programs.

TARGET 20% increase in Skin Checks.

20% increase in Flu shot.

5% reduction of absenteeism.

STATUS: : 0 Skin Checks and 4 Flu Shots for the month of July

WHS MONTHLY REPORT

EMPOWER OUR LEADERS

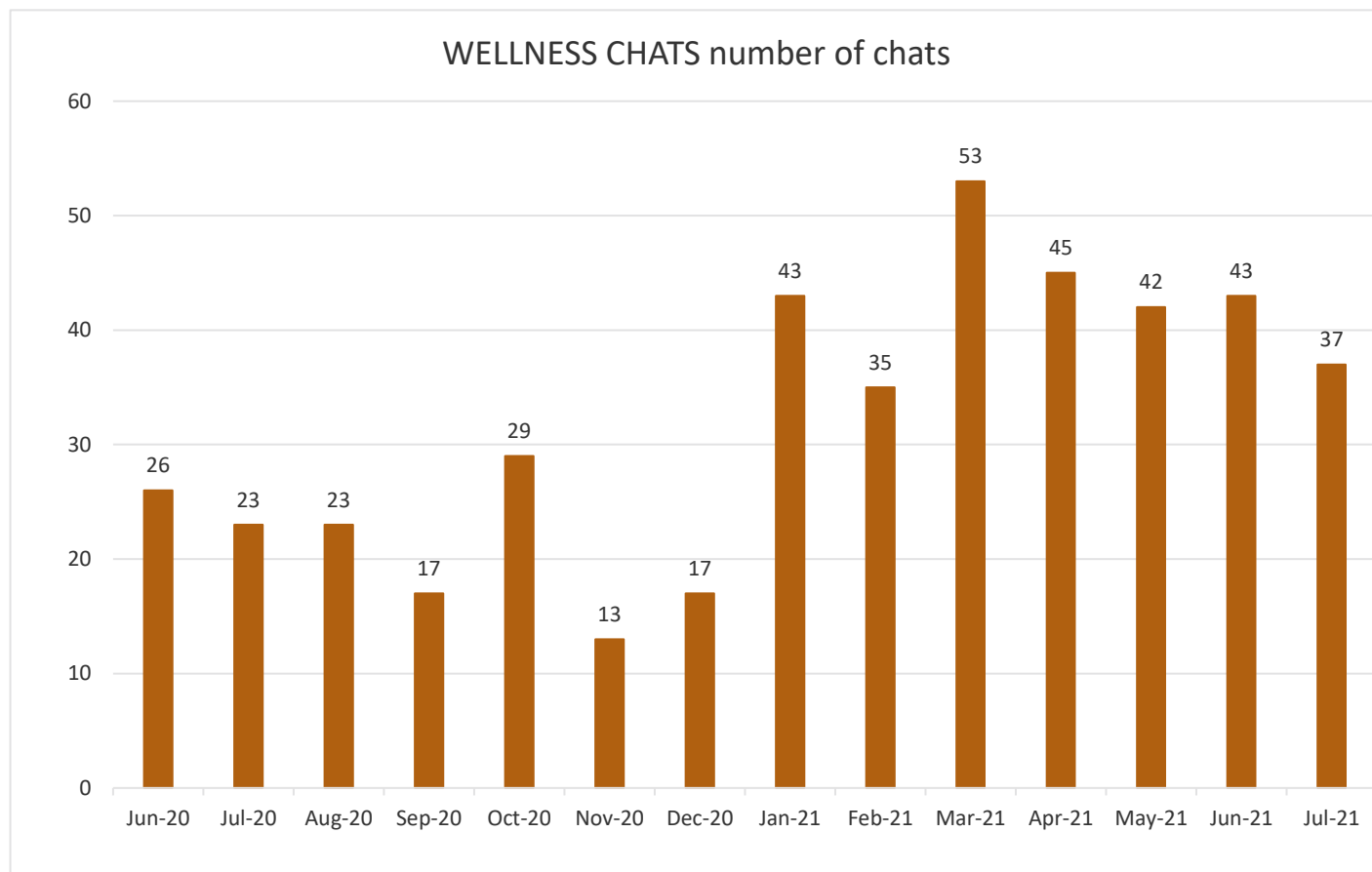
OBJECTIVE to empower our management through awareness and access to information, tools and training.

TARGET %5 increase in wellness chats.

Safety leadership attendance at 90% of M4 & M5.

STATUS: Safety Leadership has been postponed due to COVID, will recommence in 2021.

The current status of wellness chats – **37** wellness chats for **July**



9. AUDIT/ INSPECTIONS

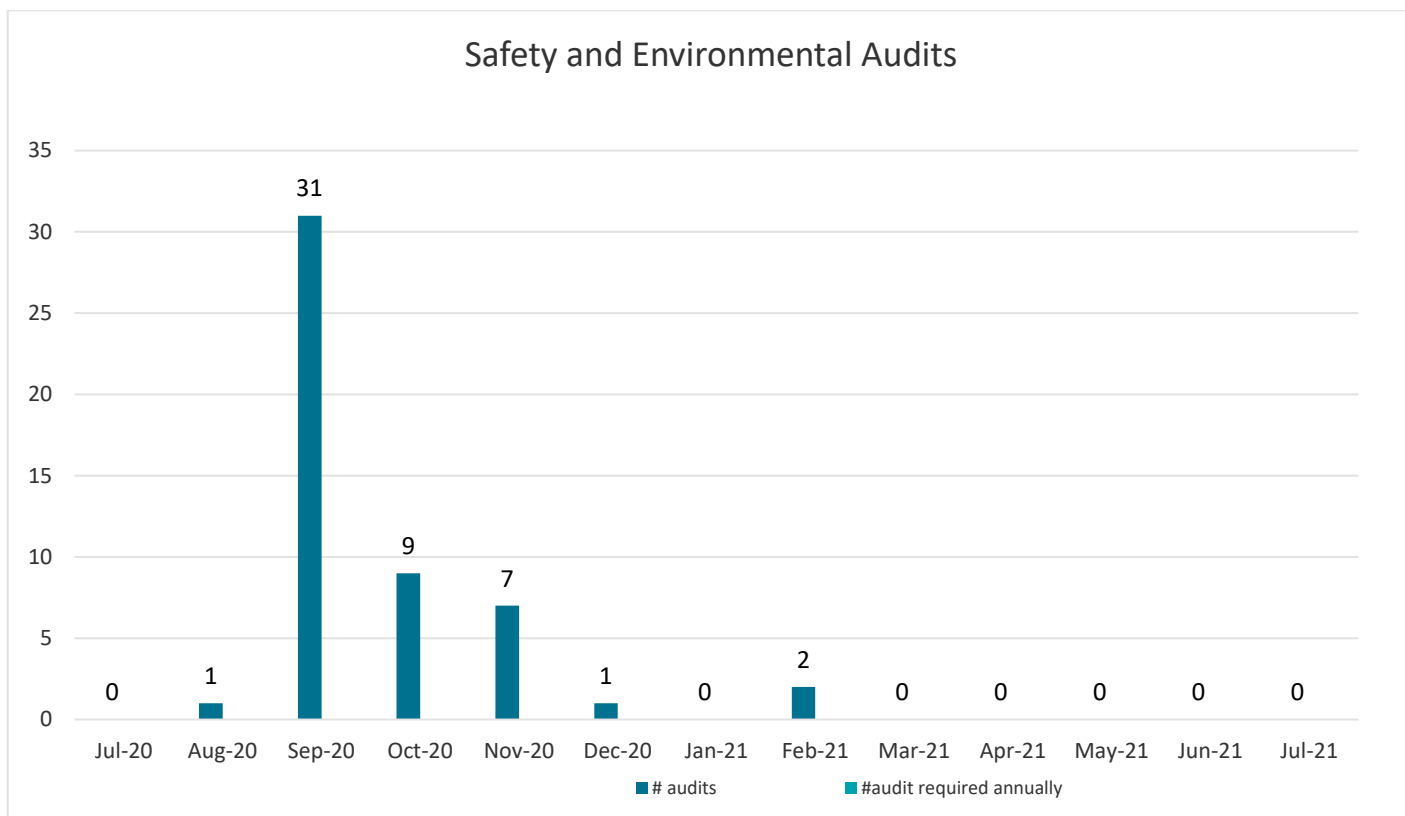
A new audit plan has been developed but will be revisited with staff changes. the new schedule is also more risk orientated.

A workshop was conducted with internal auditors from safety and water and waste to review the process for conducting audits and peer review selected audits. Minutes of the meeting were completed.

OBJECTIVE Develop an audit schedule considering the risks of individual sites.

TARGET 100% of audits completed against plan.

STATUS: **0** WHS audits completed for **July**



10. CORRECTIVE ACTIONS

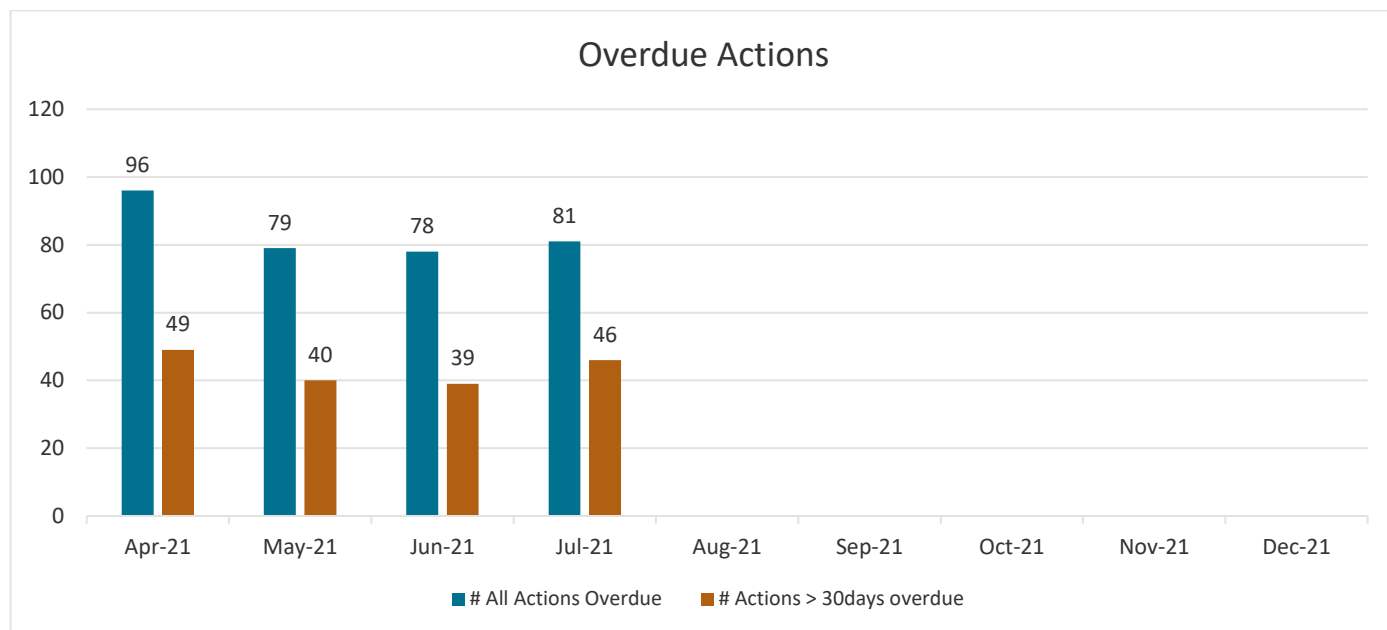
The target and methodology for tracking actions has been amended for the May report. All expired actions as well as expired actions greater than 30 days will now be captured so trends can be recorded and seen.

The safety systems officer has set up an additional notification to be sent to a person's manager when their assigned safety action has become 5 days overdue. A focus on system training and reminders throughout the month of June to assist with reducing these figures will also take place. A focus on training will continue as required.

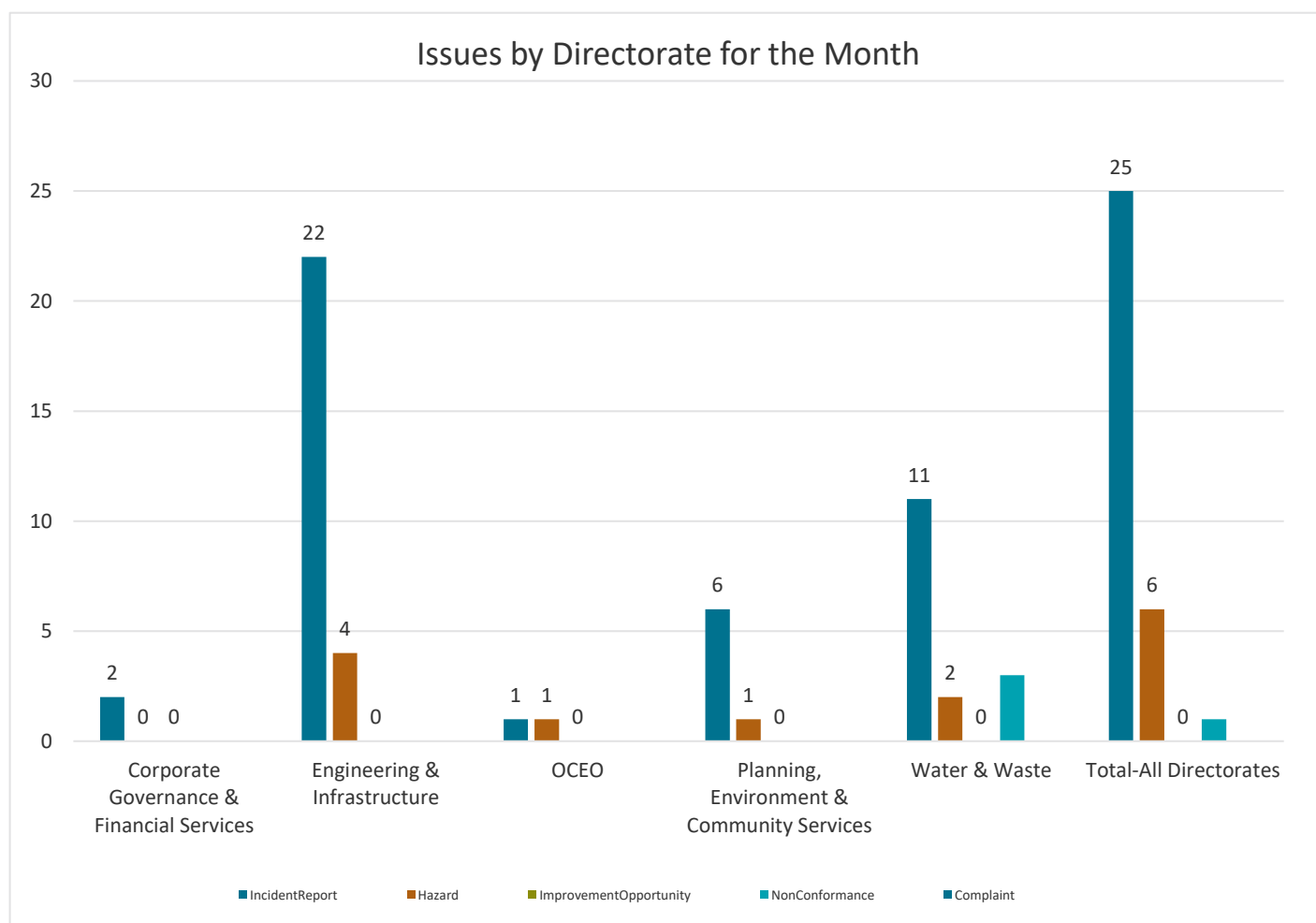
81 overdue expired actions as at end of month. **46** overdue greater than 30 days.

OBJECTIVE Ensure identified corrective actions are followed to completion

TARGET 0 actions greater than 30 days overdue



11. ISSUES BY DIRECTORATE



12. INDIVIDUAL KEY PERFORMANCE INDICATORS

WHS MONTHLY REPORT

Each manager at M4 and above, as well as Directorate nominated M5's are required to complete a Key Performance Indicator (KPI), this supports the achievement of our overall safety objectives.

OBJECTIVE Establish KPI's for individual managers

TARGET One communication and one action completed per individual manager; the total is 20 per year allowances made for holidays etc.

STATUS KPI's have been tracking extremely well in recent months, this is very encouraging.

SAFETY ACTION - comments mandatory as well as evidence if applicable				
1. Conducted and completed a safety interaction 'Safety Chat' with staff to review process and risk management. Completed either via SMART Inform, F2F, Email, Virtual or phone = 1 x Safety Action	2. Conducted and completed a 'Wellbeing Chat' with someone. Completed either via SMART Inform, F2F, email, virtual or phone = 1 x Safety Action	3. Provided feedback on a WHS procedure with comments (Procedural Review) = 1 x Safety Action	4. Provided documented participation in an incident investigation/analysis = 1 x Safety Action	5. Conducted a Site Hazard inspection. Inspection completed either via SMART Inform or a paper version = 1 x Safety Action
SAFETY COMMUNICATION - comments mandatory as well as evidence if applicable				
1. Attended an Operational WHS Committee Meeting (M3's only) = 1 x Safety Communication	2. Attend any toolbox meeting and presented a 'safety share' (Safety Release or a workplace/personal share) = 1 x Safety Communication	3. Attend an Outdoor toolbox Meeting and presented a 'safety share' (Safety Release or a workplace/personal share) = 1 x Safety Communication	4. Conducted a toolbox or prestart meeting with your team and have documented minutes recorded in SMART (the SMART Toolbox Inform can be used) = 1 x Safety Communication	

Change in language from 'raw' KPI's to 'total' KPI's. This indicates exactly what has been completed across the individual action and communications areas, but then allows us to identify whether target has been met.

1. CGFS OLT Target list: 12 people/positions. 12x2 KPI=24 target per month.

Monthly outcome: 8 people/positions completed their target KPI's. 8 people x 2 KPI's = 16 in total. Target is 24. Leaves a deficit of 8 (4 people x 2 KPI's). Reason: 4 persons did not complete monthly KPI's.

2. PECS OLT Target list: 29 people/positions. 29x2=58 target per month.

Monthly outcome: 20 people/positions completed their target KPI's. 20 people x 2 KPI's = 40 in total. Target is 58. Leaves a deficit of 18 (9 people x 2 KPI's). Reason: 9 persons did not complete monthly KPI's.

3. E&I OLT Target list: 41 people/positions. 41x2=82 target per month.

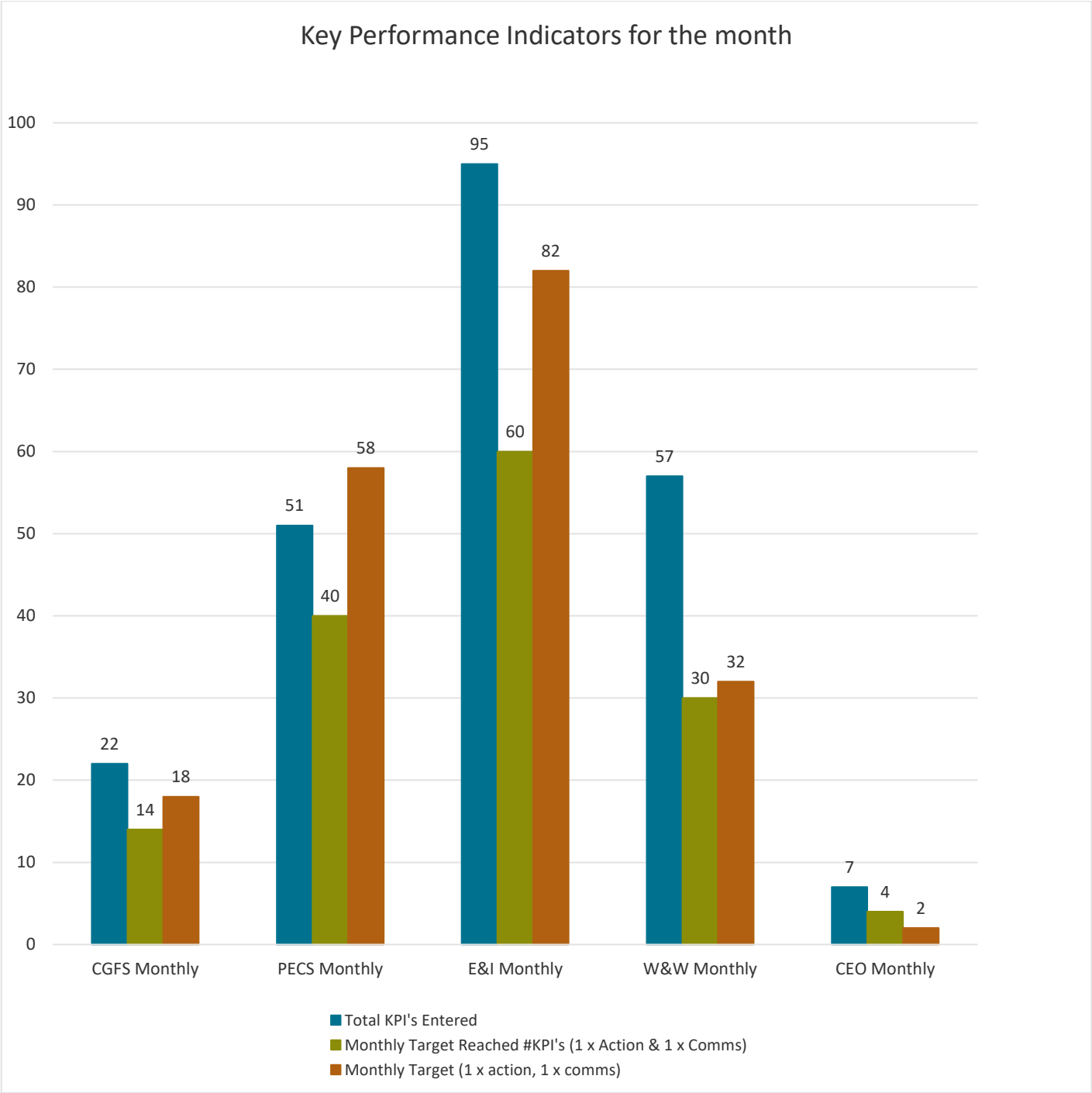
Monthly outcome: 30 people/positions completed their target KPI's. 30 people x 2 KPI's = 60 in total. Target is 82. Leaves a deficit of 22 (11 people x 2 KPI's). Reason: 2 positions are vacant; 9 persons did not complete monthly KPI's.

4. W&W OLT Target list: 16 people/positions. 16x2=32 target per month.

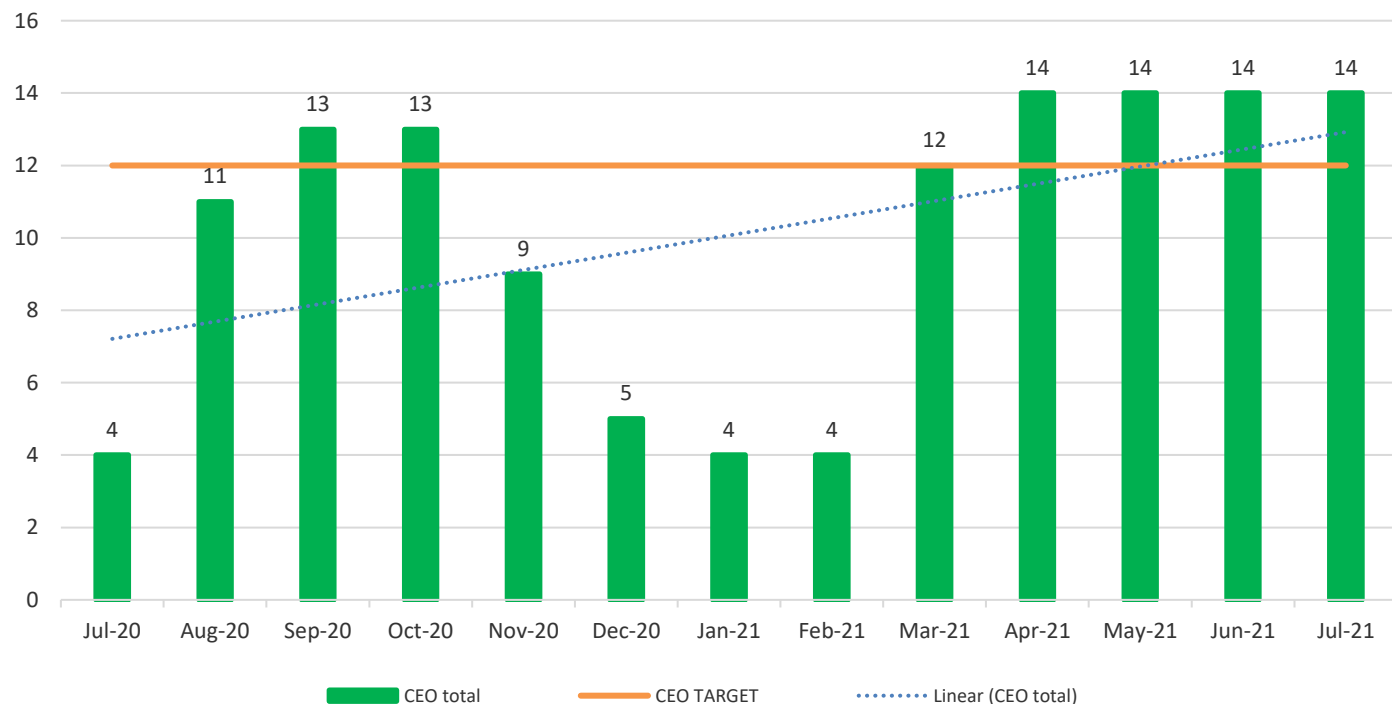
Monthly outcome: 15 people/positions completed their target KPI's. 15 people x 2 KPI's = 30 in total. Target is 32. Leaves a deficit of 2 (1-person x 2 KPI's). Reason: 1 person did not complete monthly KPI's.

5. OCEO OLT Target list: 7 people/positions. 7x2=14 target per month.

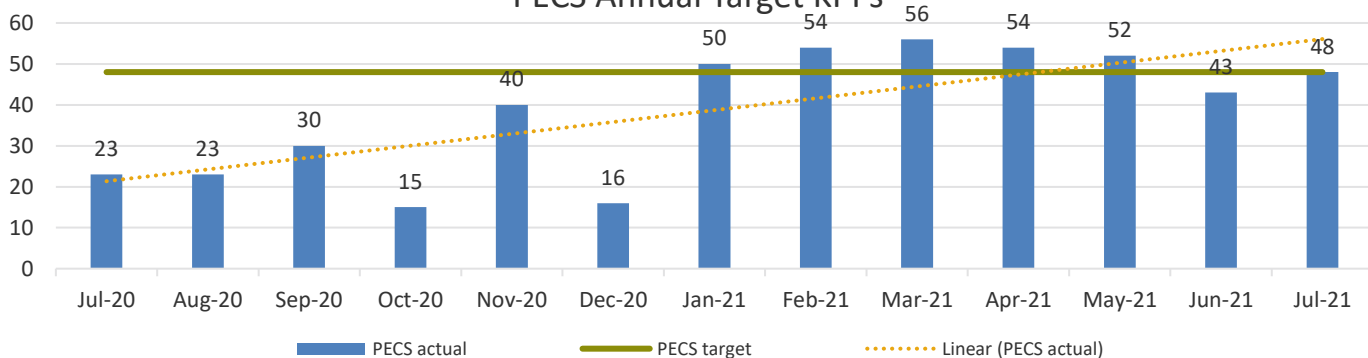
Monthly outcome: 2 people/positions completed their target KPI's. 2 people x 2 KPI's = 4 in total. Target is 14. Leaves a deficit of 10 (5 people x 2 KPI's). Reason: 4 people did not complete monthly KPI's. One person completed actions but not communication.



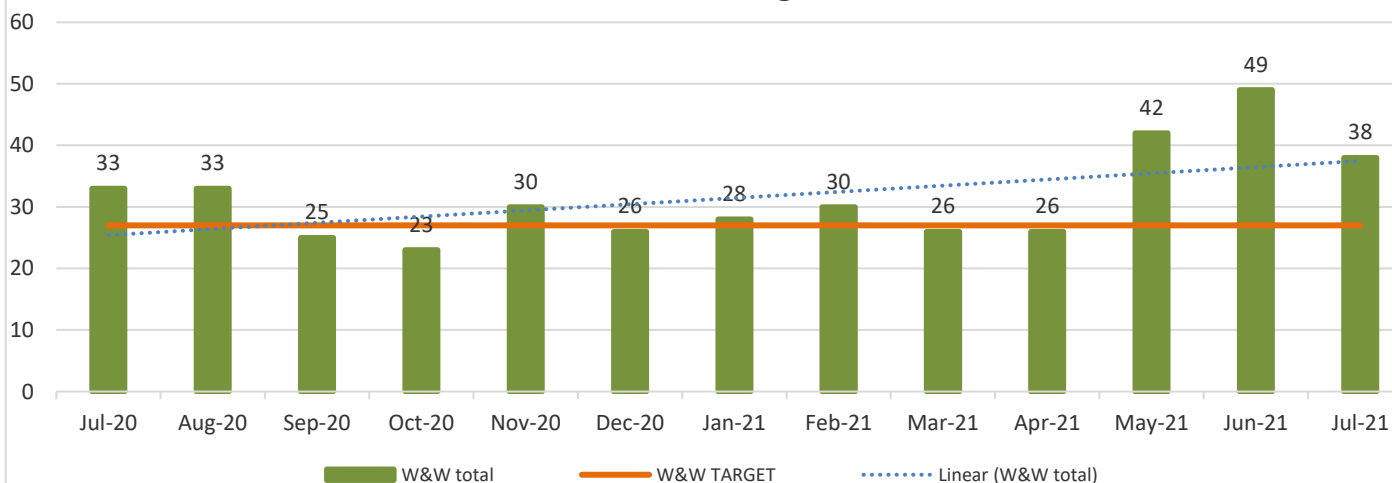
CEO Annual Target KPI's



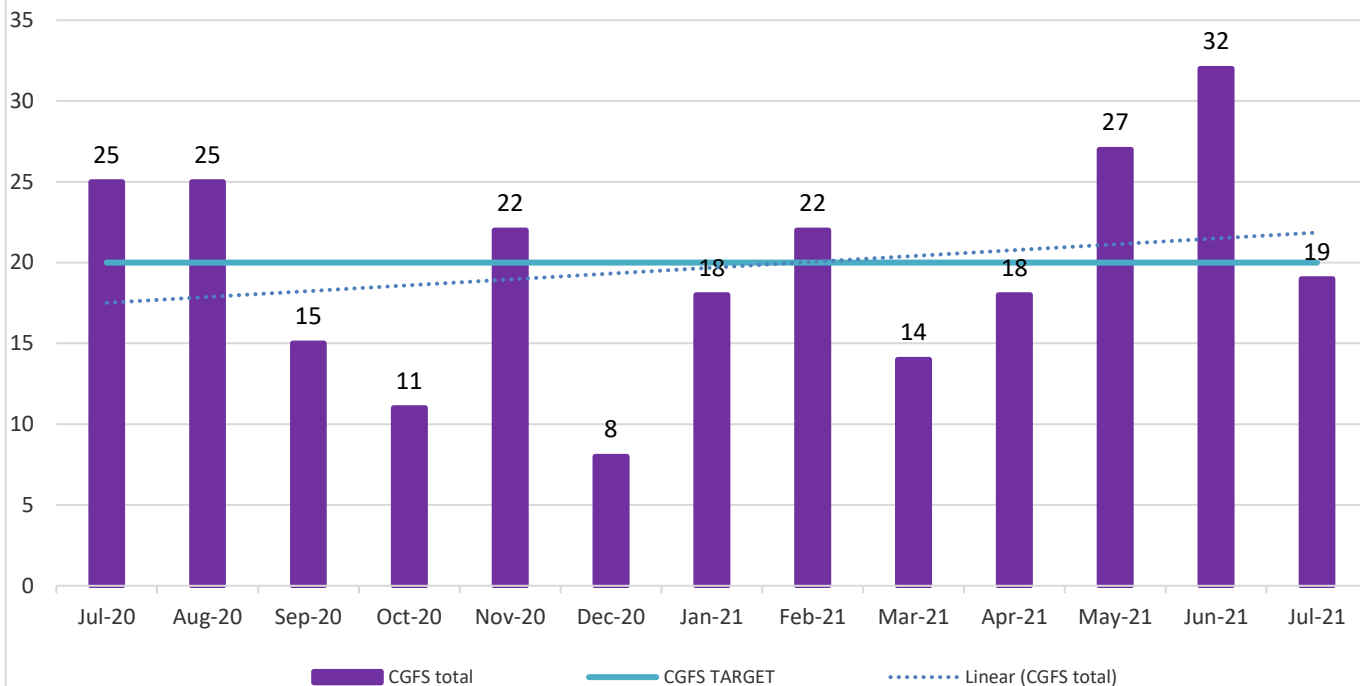
PECS Annual Target KPI's



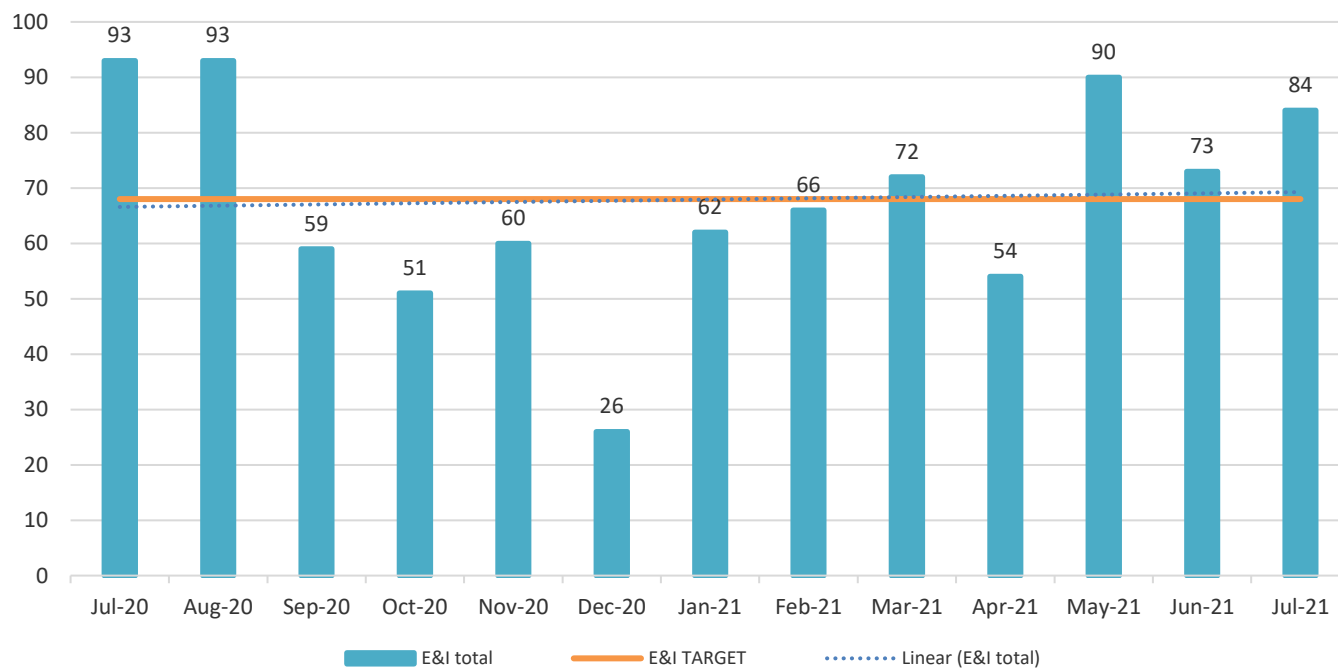
W&W Annual Target KPI's

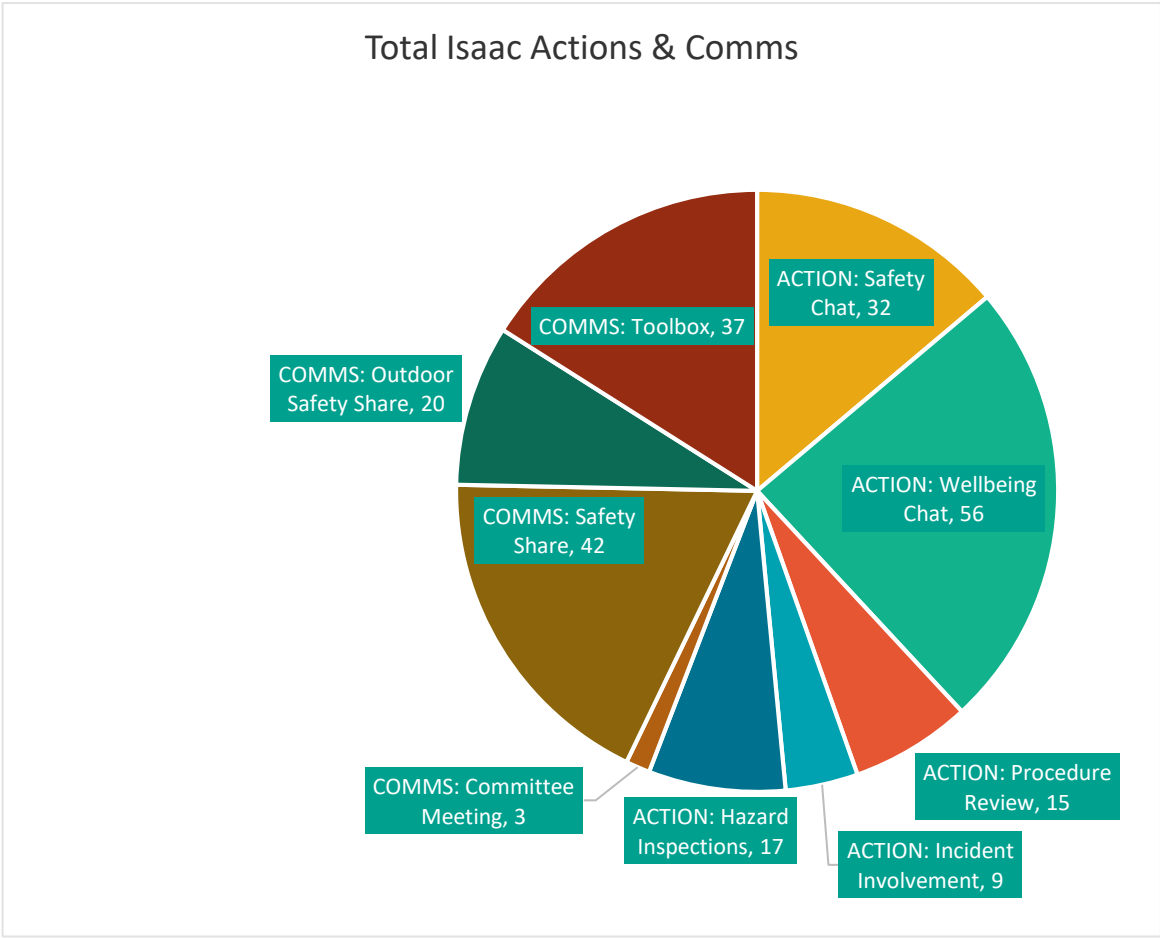


CGFS Annual Target KPI's

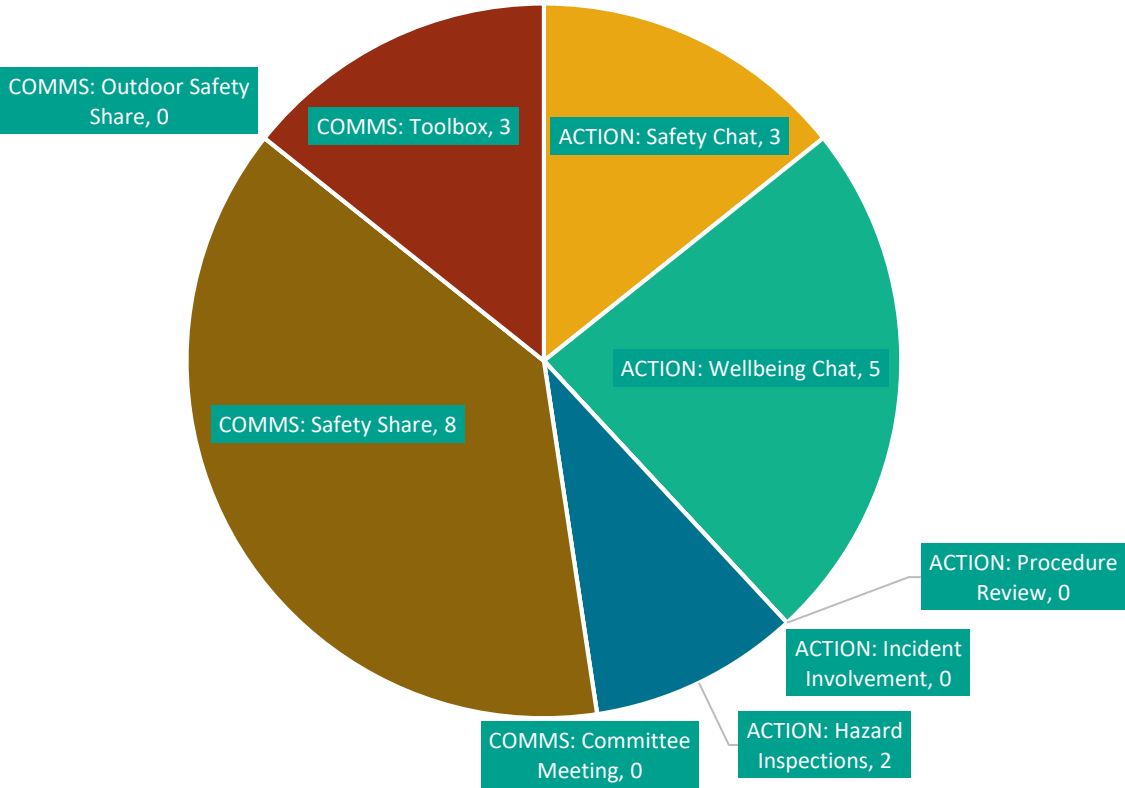


E&I Annual Target KPI's

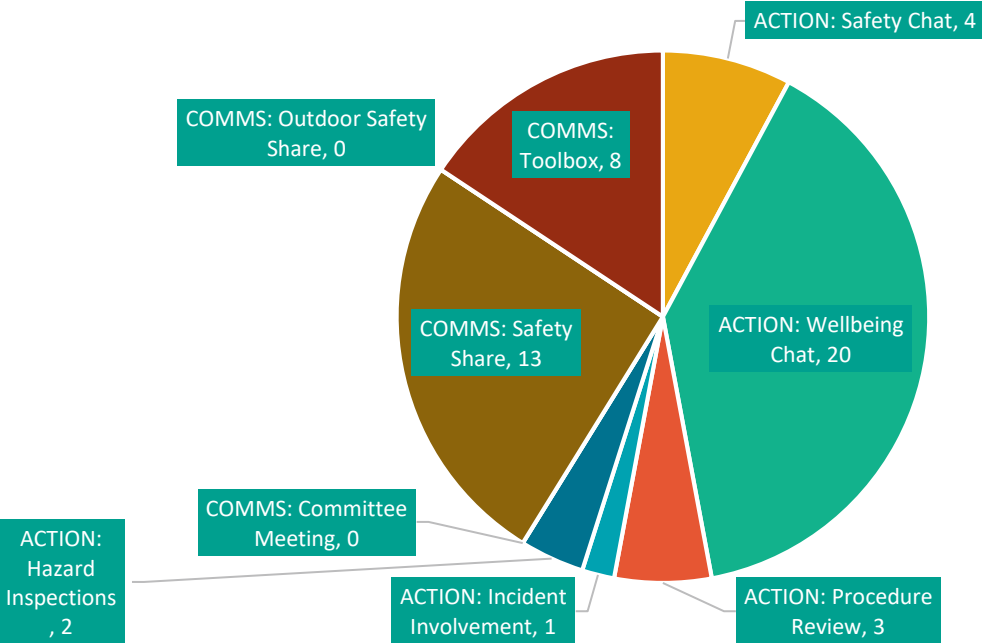


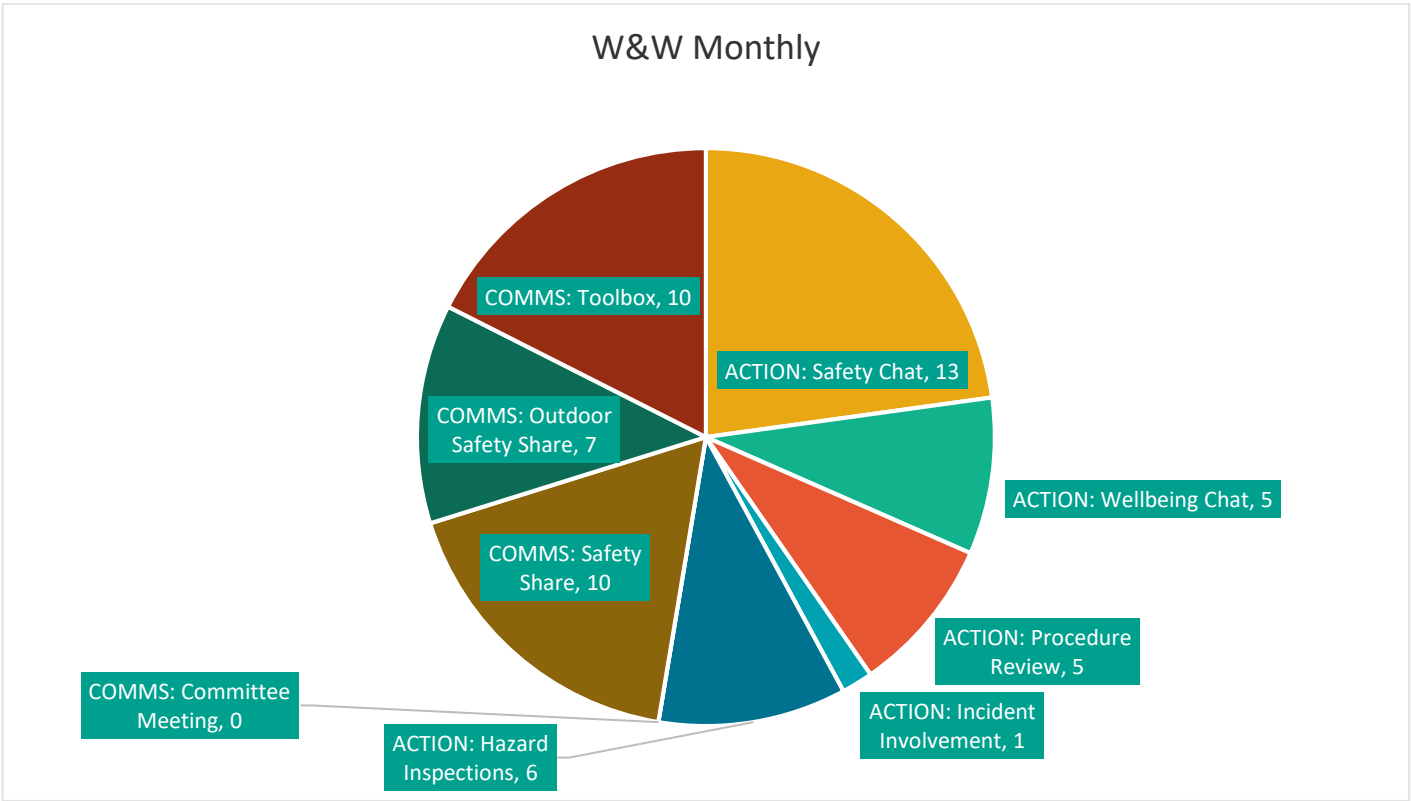
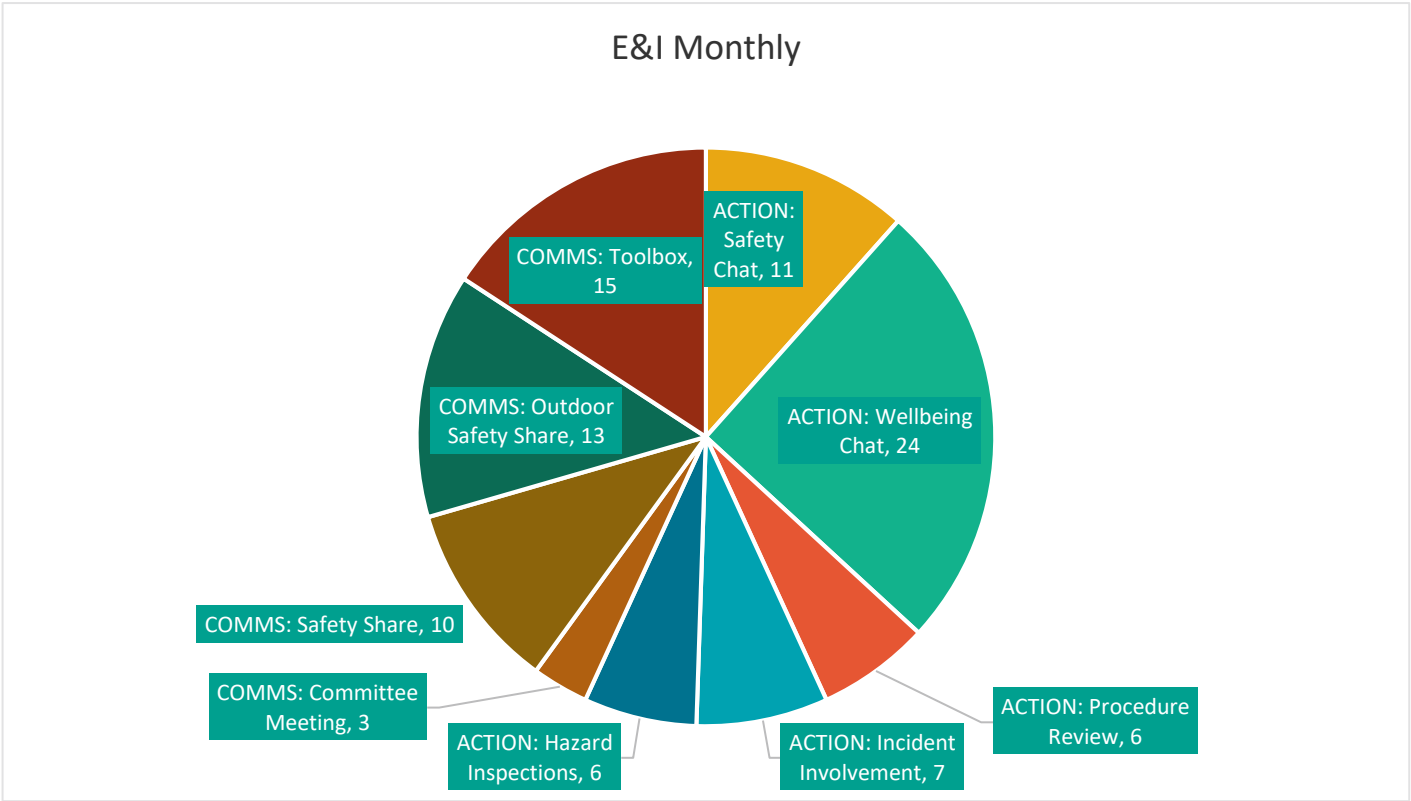


CGFS Monthly



PECS Monthly





MEETING DETAILS

Corporate, Governance and Financial Services

Standing Committee

Tuesday 10 August 2021

AUTHOR

Liza Perrett

AUTHOR POSITION

Manager Governance and Corporate Services

5.3 2020-21 ANNUAL OPERATIONAL PLAN – 4TH AND FINAL QUARTER PERFORMANCE REPORT

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with the 4th and final quarterly performance report, for period ending 30 June 2021, on the progress towards implementing the 2020-2021 Annual Operational Plan.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receive and note the 4th and final quarterly performance report on the 2020-2021 Annual Operational Plan, for period ending 30 June 2021.***

BACKGROUND

Council adopted the 2020-2021 Annual Operational Plan at its meeting held 29 July 2020 (resolution number 6715).

The Annual Operational Plan outlines programs, activities and targets that Isaac Regional Council will deliver within the 2020-2021 financial year. These programs and activities are aligned to the five key priority areas in Council's 5 Year Corporate Plan – Isaac 2015-2020. The Operational Plan is also the foundation of Council's 2020-2021 annual budget which provides resourcing for the identified programs and activities.

Each quarter, the Chief Executive Officer provides Council with an assessment of the organisation's performance via the Performance Report. Attached to this report is the 4th and final Quarter Performance Report: April to June 2021, providing Council with a performance review highlighting the progress in implementing the priorities and projects identified in the 2020-2021 Annual Operational Plan.

It is noted that there may be minor conflicts in other forms of this information in other reports (e.g. Information Bulletins), this is due to timing of reporting, noting that this report is as at 30 June 2021.

Following its adoption, the 4th and final Quarter Performance Report: April to June 2021 will be made available on Council's website.

With the 2020/2021 period concluding, preparations have commenced for the drafting of the 2020-2021 Annual Report.

IMPLICATIONS

It is legislative requirement (*Local Government Act 2009, Local Government Regulations 2012*) that the Council receives a written assessment of council's progress towards implementing the Annual Operational Plan on a quarterly basis.

CONSULTATION

- ELT
- All Managers

BASIS FOR RECOMMENDATION

Legislative requirement for Council to be provided and review how it is performing against the Annual Operational Plan.

ACTION ACCOUNTABILITY

Upon approval, the Manager Governance and Corporate Services will arrange for both Performance Reports to be published on Council's website.

KEY MESSAGES

Council is demonstrating transparency on how it is performing against the Annual Operational Plan.

Report prepared by: LIZA PERRETT Manager Governance and Corporate Services Date: 4 August 2021	Report authorised by: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 4 August 2021
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ATTACHMENTS

- Attachment 1 – 4th Quarterly Annual Operational Plan Performance Report – as at 30 June 2021

REFERENCE DOCUMENT

- 2020-2021 Annual Operational Plan

2020-2021

helping to energise the world

Annual Operational Plan Performance Report

Isaac Regional Council

4th Quarter Performance Report
Period Ending 30 June 2021
Resolution Number XXXX

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ANNUAL OPERATIONAL PLAN PERFORMANCE REPORTING OVERVIEW

Council adopted its 2020-2021 Annual Operational Plan on 29 July 2020 (resolution number 6715). 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 2020-2021 Annual Operational Plan for the period ending 30 June 2021.

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	8
Monitor	20
Below Target	17
Did Not Proceed	2
Completed	113
TOTAL	160

HIGHLIGHTS OF THE 4TH QUARTER PERFORMANCE – APRIL TO JUNE 2021

New Chief Executive Officer, Jeff Stewart-Harris, commenced 30 April

New Director Planning, Environment and Community Services, Dan Wagner, commenced 31 May

2017-2022 Corporate Plan adopted

2021-2022 Budget & Annual Operational Plan adopted

New Planning Scheme commenced 1 April

Coastal Hazard Adaptation Strategy Phases 1-5 complete and adopted

Small Business Week held and activities in May included 7 webinar events networking events

St Lawrence Wetlands Weekend – 11-13 June

Lost graves immortalised on St Lawrence memorial wall

Water supply to towns further secured through agreements with mining companies, including a donation of 50ML by Dyno Nobel

COVID-19 RESPONSE

Council progressed its Strategic & Tactical COVID-19 Response Framework and the continued implementation of the COVID 19 Strategic Recovery Plan.

Council adopted the COVID-19 Strategic Recovery Plan (the Recovery Plan) at its meeting held on 28 October 2020. The Recovery Plan outlines strategy items that Isaac Regional Council will deliver to support the Isaac Region's long-term recovery from the COVID-19 pandemic and the recessionary impacts experienced, particularly to small and medium businesses.

The Recovery Plan contains 50 separate strategies responding to:

- Business Resilience
- Council Sustainability
- Disaster Recovery
- Community Resilience; and
- Advocacy.

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
COMMUNITIES							
C1 Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost effective services							
Library Operations	Provide a modern and engaged library service, including program delivery	100% Attendance at Library Programs	Completed	151 activities were delivered at Libraries from March to May 2021. 1139 residents benefited from these activities	Engaged Communities - Community Hubs	30-Jun-21	100%
		A well utilised library service	Completed	11,683 people visited the libraries from March to May 2021 (statistical data is delayed by one month for the reporting period). 18,078 items were borrowed of which 8086 were e-resources or 44.7% of borrowings 5,203 items being borrowed in May 2021. 2,157 (41%) of those items were online collections	Engaged Communities - Community Hubs	30-Jun-21	100%
		50% of population that are library members	Completed	177 patrons joined the library from April 2021 to June 2021 bringing total library membership to 10,564 or approx 50% of the permanent population (total new members for year is 918)	Engaged Communities - Community Hubs	30-Jun-21	100%
IRC Halls & Centres Recreation Halls and Gyms	Provide and operate halls and centres to deliver safe, efficient and cost-effective services	75% overall satisfaction	Completed	Despite the interruptions to service caused by Covid-19, the Halls and Centres have performed very well and without incident. Customer feedback has remained very complimentary. The Department has performed significantly well given the challenges of Covid-19 and staffing shortages.	Community Facilities	30-Jun-21	100%
	Provide effective and timely solutions to maintenance issues	90% compliance	Completed	Both planned and reactive maintenance has been carried out in accordance with prescribed thresholds on time and in accordance with the various works requests.	Community Facilities	30-Jun-21	100%
	Deliver annual capital works program	Scheduled program delivered by 30 June 2020	Below Target	The Capital Works program was shared between Departmental Officers and the Capital Works and Project Manager. Various impediments to completion have been experienced throughout the year and despite the various challenges of Covid-19 and the subsequent delays caused by materials delays and operational processes, a significant amount of work has been completed with further works scheduled for completion during the first quarter of 2021-2022	Community Facilities	30-Jun-21	70%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Airstrips	Provide efficient and timely solutions to maintenance issues	90% compliance	completed	Proactive and reactive maintenance activities being delivered, with proactive planning for pavement resealing being undertaken. Technical inspection conducted with actionable outcomes received and being actioned i.e. electrical works progressed. Noting a \$3000 drone safety signage funding successfully attained and being delivered	Economy & Prosperity	30-Jun-21	100%
IRC Aquatic Centres	Undertake regular audits to ensure an efficiently run and customer service focused environment	4 Inspections/per quarter	Completed	The Covid-19 closures saw an extended opportunity for site audits to be undertaken. The information gathered will play a significant part in strategic and asset management planning during 2021-2022. In addition, the refining of process, protocol and operational methodologies has undergone review with more fit for purpose and robust operating protocols implemented. We have exceeded this target.	Community Facilities	30-Jun-21	100%
	One (1) x Customer surveys per year	65% + customer satisfaction	Completed	The annual swimming pool survey was conducted during May/June. Regionally, the survey returned a failure in aggregate; however, this was significantly skewed by poor reporting for Clermont. Other centres performed well and scored a customer satisfaction rate of in excess of 65%. The survey and the results have been presented to Council in more detail. The first quarter of 2021-2022 will see a heightened response to the survey result, community engagement and review of all sites for inclusion in the asset management / capital works planning moving forward.	Community Facilities	30-Jun-21	100%
	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	Below Target	Capital and operational works were challenged throughout the year, however, safety and efficiency were not impacted. The Capital Works program will observe some carry over into 2021-2022; however, for the greater part the works completed were consistent with that planned and provide heightened safety, comfort and efficiency for users.	Community Facilities	30-Jun-21	70%
Recreational Infrastructure	Provide access to well-maintained recreational facilities	90% of Council's Service Level Standards met	Completed	Maintenance service levels remain consistent and on target	Parks & Recreation	30-Jun-21	100%
	Continue to deliver capital and operational program, renewal and compliance activities on our parks, open spaces, recreational facilities etc	> 90 % of budget expended with 90% of projects within +/- 10% of Budget > 90% of Projects delivered	Below Target	Capital projects completed and delivered, with exception of three (3) projects. One delay due to contractor staff availability issue, one delay due to lack of quotes and one delay due to quotes exceeding budget	Parks & Recreation	30-Jun-21	90%

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	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Museums & Galleries	Facilitate and deliver a calendar of events and programs which celebrate the Isaac Region, its diverse communities and interests	An Annual Calendar of exhibitions	Completed	The Little Bird Postcard Project has been well-received with 30 attendees joining in at the Meet the Artists Session at the Coalface Art Gallery on 5 June. Attendees created their own bird postcard which they could choose to add to the collection or take home.	Engaged Communities - Community Hubs	30-Jun-21	100%
	Provide culturally supportive and historically relevant museum and gallery services at regional venues	30-June-2021	Completed	Back on Track retrospective on Clermont district racing on display at Clermont Historical Centre	Engaged Communities - Community Hubs	30-Jun-21	100%
Cultural development	Collaborate on cultural development through initiatives	Administration of Regional Arts Development Fund Grant - Timely acquittals to Arts Queensland	Completed	Financial year 2020-2021 Regional Arts Development Fund (RADF) program delivered	Engaged Communities - Community Engagement, Programs & Events	30-Jun-21	100%
		Facilitate the bi-annual Queensland Music Festival (QMF)	Not Proceeding	Carried forward to financial year 2021-2022	Engaged Communities - Community Engagement, Programs & Events	30-Jun-21	0%
Community Education	Develop and implement a Community Education and Compliance Regime	30-June-2021	Below Target	Animal Management Education Plan Developed. Education Officer vacancy since January has impacted the delivery of the education plan as programmed.	Community Education & Compliance	30-Jun-21	50%
Youth Services	Undertake Unmet Needs of Isaac Youth Study	30-June-2021	Completed	Study completed as at 30 June	Engaged Communities - Community Engagement	30-Jun-21	100%
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							
Community Engagement	Deliver best practice community engagement initiatives	Effectively Support other Isaac Regional Council business areas to develop and deliver other engagement programs virtually and in community.	Completed	Supported delivery of engagement initiatives	Engaged Communities - Community Engagement, Programs & Events	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Grant Program	Administer annual Community and Cultural Grants Program	Number of applications received per quarter	Completed	<p>Round 1 completed at end of Quarter One (1) Major = \$41,020 8 Minor = \$4,854.00 5 Bursaries = \$2,100.00</p> <p>Round 2 completed at end of Quarter Two (2) 3 Major = \$20,000 14 Minor = \$12,680.50 (+2 in-kind minor to value of \$2000) 8 Bursaries = \$2250</p> <p>Round 3 completed end of Quarter Three (3) 17 Major = \$81,132.88 11 Minor = \$10,182 Additional grants in Quarter four (4) 1 Major \$5000 and 15 minors = \$16,600</p>	Engaged Communities - Community Engagement, Programs & Events	30-Jun-21	100%
C4 Undertake programs to promote liveability (including urban design and affordable housing), health and wellbeing and community safety across the region							
Social Infrastructure	Adopt a Social Infrastructure Strategy	30-June-2021	Monitor	Social Sustainability Policy adopted by Council in December 2020. Action plan being developed for August 2021 Council consideration to guide engagement and implementation into social infrastructure strategy.	Liveability & Sustainability	30-Jun-21	85%
Regulatory Compliance	Approved Inspection program	30-June-2021	Not Proceeding	Deferred due to frugal budget	Community Education & Compliance	30-Jun-21	0%
Plan, Design and Project Manage	2020-21 Technical Services Capital Works Program (new, renewal & upgrades)	Projects completed by 30 June 2020 + / - 10% budget	Below Target	74% of total allocated budget works completed including commitments. Contract awards fell behind due to staff resignations	Infrastructure Planning and Technical Services	30-Jun-21	75%
Private Works	Process permits & applications	<10 working days	Completed	Backlogs being reduced through contract appointments assistance	Infrastructure Planning and Technical Services	30-Jun-21	100%
Traffic/Vehicle Permits	Assess and approve Heavy Vehicle Permit applications	<10 working days	Completed	All applications processed within stipulated timeframes	Infrastructure Planning and Technical Services	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
C5 Promote programs that celebrate the uniqueness and diversity of our communities including appropriate recognition of our Indigenous communities							
Supporting Diversity	Develop and deliver programs, events, projects supported by external organisations, groups that celebrate all of our community and cultures facilities etc	30-June-2021	Completed	<ul style="list-style-type: none"> Received \$10,000 from the North Queensland Sports Foundation to support Move It NQ physical programming in Middlemount and on the Isaac Coast. The Middlemount Learn to Jog program will commence in late-July with the Tai Chi program for the Isaac Coast rolling out in 2022. Received \$2,000 of funding from the Council of the Aged to support Seniors Month events in Clermont and Moranbah in October. Oversaw the delivery of children's and arts workshops at the St Lawrence Wetlands Weekend. The Little Bird Postcard Project has been well-received with 30 attendees joining in at the Meet the Artists Session at the Coalface Art Gallery on 5 June. A Dry Lands to High Hopes event was hosted in Twin Hills, in conjunction with the Twin Hills Youth Camp event. Event included a talk from renowned amateur astronomer, Anthony Wesley. Worked closely with Wangan and Jagalingou representatives to bring forward the construction of a Bora-Ring on the banks on Sandy Creek, Clermont to be unveiled during NAIDOC celebrations. Neighbour Day hosted in Clairview on 20 June saw over 50 locals comes out to meet and connect with others in the area. Finalised the term-long 'Tech Girls' program at Dysart State High School. The F5F Storyteller Tour final performances delivered in Moranbah, Middlemount and Dysart. 12 shows held across the region (public sessions and school visits). 884 people who attended the sessions. First 5 Forever Pop Ups @ The Park were delivered in Moranbah and Middlemount to over 50 attendees. 	Engaged Communities - Community Engagement, Programs & Events	30-Jun-21	100%
Indigenous Relations	Adopt Indigenous relations framework	Adopt Indigenous relations policy, Develop MOUs on engagement and Develop a Reconciliation Action Plan	On Target	Policy adopted, working group and Terms of Reference drafted awaiting endorsement, engagement protocols being drafted. <i>Note: Accountability changed from Engaged Communities to Strategic & Business Development</i>	Strategic & Business Development	30-Jun-21	30%
Cultural Heritage	Stage 2 Library Wall Artwork with Barada Barna Corporation	30-October-2020	Completed	Stage 2 artwork installed at end of quarter two (2), to be officially commissioned during NAIDOC event on 25 October 2020	Engaged Communities - Community Engagement, Programs & Events	30-Oct-20	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
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).							
Recovery & Resilience	Maintain and ensure currency and awareness for the Isaac Recovery Plan	Implement Isaac Recovery Plan initiatives	Completed	Strategic Recovery Plan adopted in October, recruitment for Community Resilience & Business Resilience roles completed, business community engagement plan conducted and delivery of strategy actions occurring. Strategic Recovery plan briefing and update on project deliverables booked for July	Engaged Communities Economy & Prosperity	30-Jun-21	100%
C7 Improved engagement /partnerships with service providers to improve outcomes for the region							
Procurement	Review and monitor the Local Preference Policy	30-June-2021	Completed	Interim report presented to Council showing the trends as a result of the policy change. Refer to resolution 7221. The final twelve-month report will be due in September 2021.	Contracts & Procurement	30-Jun-21	100%
Community Leasing	Deliver the community leasing program to support efficient and effective use of community facilities	Adopt updated Leasing Strategy with associated Policies	Below Target	The Community Leasing function was perhaps the most significantly impeded by Covid. Community groups structures, membership and responsiveness were significant barriers to completing regularisation. Additional reporting requirements, inter-Departmental assistance demands and the addition of assets to the Community Facilities distracted focus. A protracted review of leasing documentation by an external law firm has delayed progress. Good headway has been made with the Framework and associated policies, procedures and documentation – these will be ratified during the first quarter of 2021-2022.	Community Facilities	30-Jun-21	60%
Community Education	Develop and adopt a Risk & Outcome Based Compliance Policy to support compliance activities with industry (building, environmental health, food, plumbing, etc)	30-June-2021	Below Target	Staff attrition has impacted on the delivery of this item. Forward business planning for FY21/22 has indicated that a recruitment strategy should be prioritised prior to proceeding further	Community Education & Compliance	30-Jun-21	85%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
ECONOMY							
EC1 Plan, design and provide sustainable infrastructure, facilities and services that encourage and support economic growth and development.							
Economic Development	Develop and deliver a sub-brand and marketing strategy to promote Isaac as a place to live, work, invest and do business	30-June-2021	Completed	Investment Attraction Framework adopted and a range of supporting marketing collateral continuing with Industry & Tourism profile & industry snapshot documents completed.	Economy & Prosperity	30-Jun-21	100%
Asset Management	Conduct master planning for Council's Nebo Showgrounds	Plan & Advocacy document completed	Below Target	Master plan progressing research completed and site analysis occurring through community consultation, formation of a Master Plan advisory committee proposed to finalise delivery of the project	Economy & Prosperity	30-Jun-21	70%
	Deliver the Revitalisation of the Clermont Saleyards & Showgrounds	All funded projects delivered on time and to budget +/- 90%	Completed	All funded projects from 2020/2021 complete, Stage 1 projects, Councils Project Accountability Gateway (PAG) project on Saleyard's renewal & Clermont Saleyards & Showground Shelter projects complete. Stage 2 funding achieved quarter 4 2020/2021 to be delivered in line with the two (2) year funding and project design progressing.	Economy & Prosperity	30-Jun-21	100%
	Effective and efficient asset management of Saleyards, Showgrounds,	90% compliance	Completed	Proactive and reactive maintenance activities being delivered with delivery of the Saleyards Project Accountability Gateway (PAG) Capital renewal project in quarter 3 2020/2021 a proactive highlight, with Stage 2 works to further deliver proactive renewal	Economy & Prosperity	30-Jun-21	100%
EC2 Proactively engage with and support all industry sectors, commerce and government to foster constructive partnerships to support and promote ongoing economic vitality							
External Relationships	Continue to participate with GW3 and deliver the Isaac Region transformational project	30-June-2021	Completed	Draft scopes completed and endorsed by Council, further engagement with stakeholders progressing, Resource Centre of Excellence (RCOE) & Cooperative Research Centre for Transformations in Mining Economies (CRC TiME), with a virtual knowledge hub concept. The delivery of elements of the endorsed project will be an ongoing development, with further scoping of strategy actions next to further deliver on the concept	Office of Director Planning Environment and Community Services	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Local Business Support	Develop, through engagement, the Isaac Region business alliance network	30-June-2021	Below Target	Project progressing with consultancy and steering committee in progress, engagement with the business community progressing with estimated delivery of a business networking model options approx. August	Economy & Prosperity	30-Jun-21	75%
Procurement	Review and refresh the panels of preferred and pre-qualified suppliers	30-June-2021	Completed	Ongoing review of panel arrangements - Trade accounts and Cleaning are currently out to market	Contracts & Procurement	30-Jun-21	100%
EC3 Identify opportunities for economic development through strategic analysis of regional resources and the provision of planning and policies that support sustainable economic development							
Economic Development	Implement the Economic Development Strategy Framework	Action Plan developed and delivered to plan	On Target	Strategy actions delivery plan completed but with the Recovery plan adopted including the onboarding of the additional recovery position to also bring forward of the Economic Development framework, updated delivery plan will be informed through delivery of the Strategic Recovery plan. Individual delivery of strategy actions continuing.	Economy & Prosperity	30-Jun-21	90%
Small Business Week	Delivery of Small Business Week Activities across region	Development and rollout of Educational Program - with 95% positive feedback	Completed	Small Business month activities completed in October and May May included 7 webinar events with 65 participants and two further networking events with a further 85 attendees. 2022 event dates to be confirmed	Economy & Prosperity	30-Jun-21	100%
Investment Attraction	Develop and adopt: Investment Attraction Policy, Investment Facilitation Guideline and industry-based investment prospectus	30-June-2021	Monitor	Investment Attraction Framework finalised adopted. Marketing collateral continuing with Industry & Tourism profile documents completed, Isaac insight snapshot document completed and overarching communication plan of further supporting marketing material developed	Economy & Prosperity	30-Jun-21	90%
EC4 Undertake Council's commercial businesses with appropriate business and entrepreneurial acumen, as effective participants in the region's economic activity							
Land Development	Through the Land Development Advisory Committee identify commercial opportunities	30-June-2021	Completed	Continued actions and reportable items to the Committee being met, real estate engagement and renewed economic indicator reports and industry profile delivered in quarter 2. Isaac insights document drafted for presentation and other communication materials delivery plan developed. Investment attraction first point of contact service being provided to regional businesses.	Liveability & Sustainability	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Clermont Saleyards	Engage in business development planning for the Clermont Saleyards	30-June-2021	Completed	Standing ongoing business item at Clermont Saleyards Advisory Committee meetings. Continued engagement with the committee, local agents and increased revenue and throughput and increased cattle sale bookings for 2021 has shown demonstrated outcomes.	Economy & Prosperity	30-Jun-21	100%
Land Development - IRC housing estates	Administer and promote IRC's land sales at Anne St Nebo & Jeffrey St Clermont	30-June-2021	Completed	Review of existing contract progressing with legal opinion and review and ensuing marketing to progress, no sales enquiries received. New signage ordered for the Anne Street site.	Economy & Prosperity	30-Jun-21	100%
EC5 Promote and advocate for the region and our diverse range of industries, to attract people to live, invest in and visit the region							
Tourism	Develop and implement the Tourism Strategy	30-June-2021	Completed	This is an ongoing item with delivery of strategy items occurring during 2020/2021 Mackay Isaac Tourism Limited (MITL) funded position onboarded to aid delivery, focus on Wetlands event and tourism signage (visitor information provision) recent highlights. Increased brand awareness of Isaac through the change to the region's Regional Tourism Organisation Mackay Isaac Tourism, further promotional campaigns in Our Isaac and weekender visit other highlights.	Economy & Prosperity	30-Jun-21	100%
	Conduct master planning for Council's Theresa Creek Dam	30-June-2021	Below Target	Consultancy engaged and project commencing, background research and site analysis consultation to occur, draft plan estimated Quarter 1 and Quarter 2 2021/2022	Economy & Prosperity	30-Jun-21	50%
	Raise the Isaac Region's Tourism profile	30-June-2021	Completed	This is a continued action item, with ongoing delivery of Tourism strategy items to continue to raise the profile occurring Increased brand awareness of Isaac through the change to the region's Regional Tourism Organisation Mackay Isaac Tourism, further promotional campaigns in Our Isaac and weekender visit other highlights. Mackay Isaac Tourism Limited funded position onboarded to aid delivery and brand awareness, Wetland's event and focus on tourism signage (visitor information provision), promotional campaigns our Isaac and weekender visit raising the regions profile highlights	Economy & Prosperity	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
EC6 Proactively promote and support local businesses within the region							
Local Business Support	Implementation of Local Business Support Strategy	Implement and promote Isaac businesses through the Shop Isaac, Buy Local Program	Completed	Continued multiyear action, recent strategy planning occurred with an elevation of the focus around the Local content (Buy local) aspect & influences that the program can leverage being around Councils own Local preference policy and benefit that is bringing to local procurement, supplier trade forums connecting major proponents/contractors with local suppliers, as well as the marketing campaigns that continue to raise awareness and also direct influence spending habits. End Of Financial Year campaign delivery in development for delivery July/August	Economy & Prosperity	30-Jun-21	100%
		Support Isaac region business in recovery of COVID-19 impacts	Completed	Strategic Recovery Plan adopted in October, recruitment of Business Resilience Coordinator completed, and business community engagement plan in progress, number of other projects commenced i.e. Doing business with Council	Economy & Prosperity	30-Jun-21	100%
	Host small business week and delivery of education program	30-June-2021	Completed	Small Business month activities completed in October and May May included 7 webinar events with 65 participants and two further networking events with a further 85 attendees	Economy & Prosperity	30-Jun-21	100%
INFRASTRUCTURE							
I1 Plan, provide and maintain effective and sustainable road infrastructure to meet the needs of key economic and community activities							
Road Management	Adopt a Roadside Vegetation Management Strategy	30-June-2021	Below Target	Final draft prepared for review	Infrastructure Planning and Technical Services	30-Jun-21	60%
Road Infrastructure	Continue to deliver the capital program, including maintenance on our transport infrastructure: e.g. Saraji Road Rehabilitation, Regional rural reseal program, Carmila Beach campground upgrade	Schedule delivered +/- 10% budget	Completed	Both Saraji Road Pavement Rehabilitation and Rural Rehabilitation projects are complete. Cost savings were achieved overall on both projects due to favourable market prices.	Infrastructure	31-May-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Bridge Renewal/ Replacement Program	Conduct Bridge inspection and maintenance program	Monitor and manage standard of service with appropriate intervention levels as required	Completed	All bridge inspections completed. Request for quote for annual maintenance in final stage of preparation	Infrastructure Planning and Technical Services	30-Jun-21	100%
I2 Provide effective and sustainable water supply and sewerage infrastructure while progressively achieving environmental compliance							
	Refer Water & Waste Update						
I3 Provide and maintain a network of parks, open spaces and natural features to support the community's quality of life.							
Parks, Open Spaces and Recreational Areas	Implement the Recreation and Open Space Strategy	Schedule delivered +/- 10% budget	Completed	Two (2) Recreation and Open Space Strategy actions in progress as per the Action Plan priorities	Parks & Recreation	30-Jun-21	100%
Community Infrastructure	Foot path renewal and extension works	30-June-2021	Completed	Routine footpath inspections undertaken with repairs priorities and implemented as needed	Infrastructure	30-Jun-21	100%
Asset Management	Foot path renewal and extension works	Schedule delivered +/- 10% budget	Completed	Works completed within the funding budget and timeframes	Galilee & Bowen Basin	30-Jun-21	100%
I4 Maintain high preparedness and capability to respond to natural disasters that impact on regional communities and infrastructure							
Disaster Management	Continue to liaise, consult and strengthen relationships with all key stakeholders for emergency management (state government agencies, SES, QPS, key community groups, etc)	30-June-2021	Completed	Terms of Reference has been endorsed, looking for suitable time to hold this meeting with Councillors. Meetings to be held before Dec 2021	Organisational Safety	30-Jun-21	100%
Resilience/ Recovery	Disaster Recovery Funding Arrangements (DRFA) - Cyclone Trevor Infrastructure works	30-June-2021	Completed	Works completed within the funding budget and timeframes	Galilee & Bowen Basin	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Disaster Management – Local Disaster Management Plan (LDMP)	Review and update Local Disaster Management Plan & Sub Plans	30-October-2020	Completed	Local Disaster Management Plan was updated and adopted by Council in January 2021. The Local Disaster Management Plan is out for review as per timetable. Will seek to be finalised by October 2021.	Organisational Safety	30-Oct-20	100%
Disaster Management – Community preparedness and awareness	Communication program to inform the community of Get Ready programs (October - March)	30-March-2020	Completed	Completed get ready program for 2020/2021 financial year.	Organisational Safety	30-Mar-21	100%
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							
Asset Management	Continue to develop the Capital Works program Development process (Project Accountability Gateway)	2021/22 Project Budget Bids taken through PAG process	Completed	The Project Accountability Gateway (PAG) process for the Financial Year 2020-2021 has been completed, in partnership with the relevant teams, including multi-criteria assessments and recommendations to the Council.	Strategic Asset Management	30-Jun-21	100%
	Maintain the Asset Management Framework, including development of the Asset Registers	30-June-2021	Completed	Works are still in progress to continuously improve asset data in the financial and operational asset registers, following adoption of the Strategic Asset Management Plan, and linking the data with Geographic Information System (GIS) where possible. This is "continuous improvement" work which will not stop and will continue into the future on ongoing basis.	Strategic Asset Management	30-Jun-21	100%
	Development of a Strategic Asset Management Plan	30-December-2020	Completed	Strategic Asset Management Plan adopted by Council on 16 December 2020.	Strategic Asset Management	30-Jun-21	100%
Tenancy / Housing Asset Management	Residential and Facility Upgrade and Renewal Program	Implement the strategic acquisition and disposal program 5 – 10 year	On Target	Draft Residential Housing Strategy Workshop has been completed, second draft to be presented to councillor workshop after August/September Executive Leadership Team (ELT) sessions	Corporate Properties	30-Jun-21	75%
Corporate Properties - Capital Delivery	Delivery Capital Works Program within Budget and timeframes	Programmed works completed +/- 10% of budget	Completed	Completed Capital Works 90% for 2021-2022 Financial Year	Corporate Properties	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
I6 Ensure that the assets maintained and constructed are appropriate to the current and future needs of the region's industries.							
Road Infrastructure	Implement the Roads Upgrade Prospectus	Review Prospectus and identify funding opportunities	Below Target	Roads Hierarchy finalised and adopted by Council in June 2021. Maintenance intervention levels, levels of service, geometric dimensions, etc. being prepared in order to identify accurate costing details for capital works investments. Review of Prospectus to take place with focus on high priority road improvements, renewals and upgrades.	Infrastructure Planning and Technical Services	30-Jun-21	65%
	Deliver road infrastructure capital works programs	Programmed capital/maintenance works completed within Financial Year +/- 10% budget	Completed	All Capital Works projects were delivered by June 30 2021. Additional pavement repairs were addressed within the Rural Rehabilitation program with favourable cost savings. The Resheeting program was also delivered by both IRC Internal crews and external contractor with some expenditure savings due to costs been recovered through the Disaster Recovery Funding Arrangement (DRFA) 2019 Event program.	Infrastructure	30-Jun-21	100%
TV and Radio Broadcasting - Glenden and the Isaac coast	Develop a TV/Radio service transition strategy (coastal regions)	Community consultation in Q3 2020/21	Below Target	The May Information Technology Steering Committee (ITSC) meeting was postponed. Draft paper to be presented in August.	Information Services	30-Jun-21	50%
Asset Management - Fleet, Plant	Develop long term capital replacement program (Facilities and Fleet & Plant)	30-June-2021	Completed	Long term Capital Replacement Program for Fleet and Plant has been completed (Ten (10) Year Fleet Replacement Program). Long term renewals for Facilities (Depots and Administration) is complete (Five (5) Year Facilities Renewal Programme). Refer to G3 For Fleet A proposed Facilities Replacement program is yet to be established. This action is required to be re-assigned to Community Facilities Department.	Corporate Properties & Fleet	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Infrastructure Agreements	Liaise with industry and negotiate appropriate agreements (i.e. Compensation agreements, road infrastructure agreements)	Maintain strong relationships with industry and ensure appropriate agreements and approvals are met for the security and support of the community	Completed	Continued development of relationships across the industry as projects proceed through development stages. Cumulative traffic monitoring study to be presented to Executive Leadership Team for further action endorsement. Register of Agreements established and working with Governance and Corporate Services (GCS) team to ensure consistency with Critical Instruments register. Fees and Charges updated to include compensation amounts.	Galilee & Bowen Basin	30-Jun-21	100%
Recoverable Works	Maintenance of State Controlled Roads through Council's Roads Maintenance Performance Contract (RMPC)	Deliver RMPC Contract for State Controlled Roads	Monitor	Major Contract Works which includes Stabilisation, Asphalt works and Roadside Slashing operations were completed by external Contractors. Additional funds for pavement repairs were included by Department of Transport and Main Roads (DTMR) during June. These were completed by Isaac Regional Council (IRC) Internal crews with combination of external wet hire services. Some expenditure remains unspent due to Rest Area servicing not becoming available on time during the Road Maintenance Performance Contract (RMPC) 2020/2021 Contract.	Infrastructure	30-Jun-21	50%

ENVIRONMENT

EN1 Adopt responsible strategic land use planning to balance community, environmental and development outcomes

Land Planning	Finalise and adopt IRC Planning Scheme – including final state interest checks and community consultation	31-October-2020	Completed	Ministerial approval to adopt the planning scheme was provided in September 2020. Council adopted on 24 February 2021.	Liveability & Sustainability	31-Oct-20	100%
	Finalise and adopt the Local Government Infrastructure Plan (LGIP) – including final state interest checks and community consultation	31-January-2021	Completed	Ministerial approval to adopt the Local Government Infrastructure Plan (LGIP) was received on 17 December 2020. Council adopted on 24 February 2021.	Liveability & Sustainability	31-Jan-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Environmental Land Management	Finalise the Biosecurity Strategy, to implement the Biosecurity Plan 2020-2023	Delivery of the IRC Biosecurity Strategy	Monitor	Internal engagement ongoing – for finalisation Quarter 1 2021.	Liveability & Sustainability	31-Dec-20	70%
Social Planning	Develop and implement a Social Infrastructure Strategy	Adopt a Social Infrastructure Strategy	Monitor	Social Sustainability Policy adopted by Council on 16 December 2020. Action plan being developed to guide engagement and implementation into social infrastructure strategy.	Liveability & Sustainability	30-Jun-21	85%
EN2 Manage and promote natural resources, including culturally significant sites and coastal environments in a responsible and sustainable manner							
Integrated Planning	Implement the QCoast 2100 Coastal Hazards Adaption Strategy actions	100% completion of the Isaac Region Coastal Hazard Adaptation Strategy	Monitor	Phases 6-8 undergoing internal review prior to presentation to Council and public exhibition.	Liveability & Sustainability	30-Jun-21	70%
Natural Resources	Develop and adopt a Climate Change Policy and Strategy	30-June-2021	Monitor	Corporate Sustainability and Regional Resilience framework work ongoing, meeting with Directorates leadership teams to fulfil the framework for presentation to Executive Leadership Team (ELT) and Council. <i>Note: Accountability changed from Engaged Communities to Strategic & Business Development</i>	Strategic & Business Development	30-Jun-21	50%
EN3 Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs							
	Refer Water & Waste Update						
EN4 Advocate to all forms of government on matters which impact on the health, wellbeing and sustainability of our region's natural environment							
Advocacy	Continue advocacy activities with State and Federal Government	30-June-2021	Completed	Submitted motions for the National General Assembly held in Canberra in June 2021. Due to COVID restrictions and changes in Government scheduled deputations with Federal ministers did not proceed. Platforms covered actions to address regional inequality and stronger rural health strategy. Continue to advocate priorities at every opportunity, which includes requests for deputations and/or response to invitations on matters of regional importance.	Office of the CEO	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
EN5 Partner with industry and community to minimise environmental harm through appropriate education and regulation							
Compliance	Community compliance education	Develop and adopt a Compliance Policy	Completed	Community Education and Compliance Policy adopted - resolution no. 7013.	Community Education & Compliance	30-Jun-21	100%
Compliance	Community compliance education	Develop and implement a community compliance education program	Below Target	Animal Management Education Plan Developed. Education Officer vacancy since January 2021 impacted the delivery of the education plan as programmed. With the commencement of the new education officer in May, the delivery of the programme recommenced.	Community Education & Compliance	30-Jun-21	85%
Wildlife Management	Develop programs to educate community and manage wildlife	Implement Flying Fox Education Program	Completed	Spring De-Fox communications program delivered. Ongoing updates presented to community during increased activity	Liveability & Sustainability	30-Jun-21	100%
		Undertake Pest Control Activities - two (2) rounds per annum	Completed	1080 baiting programs completed in Quarter 1 and Quarter 3.	Liveability & Sustainability	30-Jun-21	100%
EN6 Through proactive communication and partnering, increase community awareness of the benefits of having a healthy and diverse environment							
Community Compliance	Develop and implement engaging education and awareness program to ensure the community is aware of both the rules that apply throughout the Region	30-June-2021	Below Target	Follow my lead campaign, walking dogs on leash -campaign launched in July 2020 Chip N Check – campaign launched in October with the support of the community vets. Chip N Check – voucher campaign programmed to be launched in March. Education Officer vacancy since January 2021 and the compliance team vacancies since December 2020 impacted the delivery of the education plan as programmed. With the commencement of the new education officer in May, the delivery of the programme recommenced.	Community Education & Compliance	30-Jun-21	65%
Environmental Health – Illegaldumping	Reduction of illegal dumping through education campaign	30-June-2021	Completed	Illegal dumping pilot plan was approved by Council in August 2020 and the initial community surveying completed in January 2021 Domestic Waste Amnesty Days are programmed to be delivered commencing in May 2021	Community Education & Compliance	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
GOVERNANCE							
G1 Inform, collaborate with and facilitate the empowerment of the community and community groups to make local decisions through effective promotion, communication and engagement							
Media Relations	Effective and regular media and communication activities	Number of proactive/positive media stories per month - 8/month	Completed	Media releases and public notices are increasing. Currently we have seen 12 proactive stories issued in the media and all 4 of our budget releases were picked up.	Brand, Media & Communications	30-Jun-21	100%
Community Satisfaction	Undertake the biennial Community Satisfaction survey	30-Jun-21	Monitor	Out to tender for consultant to facilitate the project	Engaged Communities	30-Jun-21	50%
External Communication - Proactive external publications	Continue to delivery organisational and community publications to inform our stakeholders	Publish Isaac News editions delivered to all residents Clermont Rag editions and analytics	Completed	Isaac News editions are running on schedule for Quarter 4, with two (2) editions published, and the Clermont Rag delivered weekly.	Brand, Media & Communications	30-Jun-21	100%
G2 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness							
Annual Operational Plan	Adopt the 2021-2022 Annual Operational Plan	30-June-2021	Completed	2021/2022 Annual Operational Plan adopted by Council on 30 June 2021	Governance & Corporate Services	30-Jun-21	100%
Corporate Plan	Develop interim new 5-year Corporate Plan	31-December-2020	Completed	5-Year/2017/2022 Corporate Plan Adopted by Council on 25 May 2021	Governance & Corporate Services	30-Jun-21	100%
Workplace Health & Safety	Maintain and implement Workplace Health & Safety programs and activities as a priority – Safety First	30-June-2021	Completed	On track. Workshop held with WHS committee to reset. Waiting on meeting with ELT	Organisational Safety	30-Jun-21	100%
	Workplace Health & Safety Strategic Committee	Workplace Health & Safety Committee meetings to be held at least quarterly (includes regular review of policies, procedures and audits)	Completed	Currently the meeting frequency is under review for 2021/2021 Financial Year.	Organisational Safety	30-Jun-21	100%
Advocacy	Continue advocacy program across all areas of Council, the community and for the local industries	Review and promote IRC's Advocacy Strategy	Completed	Continuing to progress Advocacy Strategy priorities with all stakeholders. Council has renewed its Advocacy Strategy during the 3rd quarter and established a working group to refine priorities. Work continues and influenced the motions submitted to the National General Assembly in June 2021.	Office of the CEO	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Controlled Entities - Governance	Oversight and identify improved policy positions on controlled entities	30-June-2021	On Target	Progressing actions while establishing appropriate strategies and governance oversight.	Office of the CEO	30-Jun-21	65%
Community Compliance	Develop and implement a Risk Based Compliance & Enforcement Strategy	30-June-2021	Completed	Food Act Strategy adopted - resolution no. 7014 - December 2020.	Community Education & Compliance	30-Jun-21	100%
Compliance	Review of local laws	Commence planning of systematic review of local laws, which will include community engagement activities	Monitor	Preliminary planning has commenced with internal stakeholders to capture issues/gaps and priorities. Project plan being developed to recognise priorities and options	Governance & Corporate Services	30-Jun-21	35%
Human Resources	Continue to develop and implement key human resources organisational policies and frameworks to support one of our most important assets, e.g. Attraction and Retention Strategy, Performance Management Framework	30 June 2021	Completed	<p>Policies and Procedures – People and Performance (P&P) continue to review, and update People and Performance Policies and Procedures</p> <p>Our People Strategy 2019-2022 - People and Performance has commenced initial review of the 3-year strategy. The team has scheduled in bi-monthly meetings to work on the next version of the strategy effective 2023. The four (4) focus areas: Attract our talent, Grow our own, Energise our people and Plan our future.</p> <p>Specific development:</p> <p>P&P has finalised the review and/or implementation of Onboarding and Induction addressing the recommendations from the audit report.</p> <p>Continue action of Flexible Working Arrangement (FWA).</p> <p>Training Matrix - Mandatory and Compliance Training is maintained and captured within Safety Management Action Report Tool (SMART)</p> <p>Business Partners are working with relevant directorates to identify desirable training requirements</p>	People & Performance	30-Jun-21	100%
Customer Service	Review innovative customer service opportunities	Review and develop an updated Customer Service Strategy	Monitor	Working group being formed to develop the Customer Experience (CX) Strategy and review the Customer Service Charter	Strategic & Business Development	30-Jun-21	15%
Strategic Policies	Development of a whole of Council Environment and Social Impact Assessment Guideline	30-June-2021	On Target	Social Sustainability Policy adopted by Council in December 2020. Action plan being developed to guide engagement and implementation into social impact assessment guideline. To be presented to June 2021 Council meeting.	Liveability & Sustainability	30-Jun-21	85%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
G3 Pursue financial sustainability through effective use of Council's resources and assets and prudent management of risk							
Risk Management	Develop Business Continuity Plan (as per project plan)	30-June-2021	Completed	Adopted by Executive Leadership Team (ELT) on 24 May 2021. Ongoing refinement, including information capture. Information Technology Business Continuity Plan (BCP) is being developed to compliment/support the organisational BCP.	Governance & Corporate Services	30-Jun-21	100%
Risk Management	Review and monitor Strategic and Operational Risk Registers	30-June-2021	Completed	Regular ongoing monitoring with reporting to the Audit & Risk Committee.	Governance & Corporate Services	30-Jun-21	100%
Contract /Tender Management	Quarterly percentage of tender documents that are compliant	100%	Completed	All Tenders compliant with Local Government Regulations.	Contracts & Procurement	30-Jun-21	100%
Plant & Fleet	Plant & Fleet optimisation	Conduct a Plant & Fleet review and develop a Fleet, Plant and Equipment Acquisition and Disposal program (10-year Replacement Plan and Strategy)	On Target	A draft fleet and plant strategy in draft. The Ten (10) year acquisition disposal plan Ten (10) Year fleet replacement programme is completed and is updated annually in line with the Project Accountability Gateway (PAG) process timing. Current actions now proposed to be completed August /September subject to making agenda	Fleet	30-Jun-21	75%
Financial Management	Financial Asset Management	Timely reporting and depreciation methodology reviewed and applied	Completed	All Statutory report delivered in a timely fashion. 19/20 Financial statements finalised within required timeframes. Budget adoption on track with budget meeting to be held 30 June 2021. Depreciation and valuation methodology for buildings currently being reviewed with completion envisaged in early July.	Financial Services	30-Jun-21	100%
Information Technology	IT Strategy	Review and maintain the implementation of the IT Strategy IT Steering Committee to meet regularly	Completed	Information Technology Steering Committee monitor the actions of the IT Strategy. Funds were added to the financial year21/22 Information Technology (IT) budget to cover an investigation into what business functionality will be needed by IRC over the next five years. Findings will feed into the Information Technology work program for subsequent years.	Information Services	30-Jun-21	100%
Risk Management	Continue to enhance the Enterprise Risk Management Framework reporting regime	Improve/enhance reporting regime	Completed	Ongoing review for improvements and opportunities to ensure best practice is being followed. This includes options for an appropriate system to facilitate.	Governance & Corporate Services	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Procurement (Compliance)	Adopt a Strategic Procurement Framework	30-June-2021	Monitor	Have signed agreement with Local Buy Next Gen. Held preliminary discussions with stakeholders. Next Gen will deliver; - market engagement tool (for managing RFx) - powerful data analytics (which is required for segmentation and categorisation of spend currently unavailable) - Contract Management functionality	Contracts & Procurement	30-Jun-21	50%
G4 Deliver unique customer focused and responsive services that are based upon a program of continuous improvement							
Customer Service	Frontline customer service delivery and effective relationship management	30-June-2021	On Target	Working with Systems team to deliver organisation-wide implementation of TechOne Customer Request Module (CRM)	Engaged Communities - Community Hubs	30-Jun-21	75%
Customer Service /Communications	Digital Communication - Enhance corporate website and expand social media presence	30-June-2021	Completed	Currently in the process of scoping redesign and the required resources to deliver a new external site. This may impact the traffic to the website.	Brand, Media & Communications	30-Jun-21	100%
Information Technology	Continue to improve how we do business internally and with our customers using best practice and new technology	Maintain robust information technology systems and applications, including regular audits/assessments	Completed	Unplanned outages remain low across all platforms.	Information Services	30-Jun-21	100%
Customer Satisfaction	Biennial Community Satisfaction Survey	Conduct the Biennial Community Satisfaction Survey	Monitor	Out to tender for consultant to facilitate the project	Strategic & Business Development	30-Jun-21	50%
G5 Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community in order to continuously improve							
Internal Audit	Review/Adopt Three-year Rolling Internal Audit Annual Program	30-August-2020	Completed	Three-Year Rolling Internal Audit Plan endorsed by Audit & Risk Committee and Council.	Governance & Corporate Services	30-Jun-21	100%

Service Area	Description	Measure of Success/Target	Status	4th Quarterly update on actions/comments toward meeting success	Accountability	Expected Completion	% Completed
Internal Audit	Conduct four (4) internal audits as per approved internal audit plan	100%	Completed	All Audits as per the Internal Audit Plan completed excepting the one scheduled for the fourth quarter. This is due timing of finalising the tender for the pre-qualified panel of providers for the provision of internal audit services. Draft Scope is awaiting approval. Unplanned audit finalised during 3rd Quarter concerning a Probity audit on the COVID Grant Funding Programs with favourable findings.	Governance & Corporate Services	30-Jun-21	100%
Audit and Risk Program	Hold at least four (4) Audit & Risk Committee Meetings	30-June-2021	Completed	Planned Audit Meetings held as per schedule.	Governance & Corporate Services	30-Jun-21	100%
Annual Report	Publish the adopted 2019/2020 Annual Report	30-November-2020	Completed	2019/2020 Annual Report adopted by Council on 18 November 2020 and published on Council's website on 31 November 2020.	Governance & Corporate Services	30-Jun-21	100%
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 time frames and legislative requirements	100%	Completed	All reporting for the 4th Quarter met targets All areas of reporting continue to work on improvements in reporting with continued discussions at Executive Leadership Team Meetings and Committees to ensure continued reporting improvement and to meet the requirements of stakeholders.	Office of the CEO	30-Jun-21	100%
	Production of appropriate legislative and statutory reporting (budget, operational plan performance reports, annual report)	30-June-2021	Completed	All reporting for the 4th Quarter met targets	Governance & Corporate Services	30-Jun-21	100%
Strategy	Establish integrated planning framework	30-June-2021	Monitor	Planning for development of an integrated planning framework progressing alongside other related projects	Governance & Corporate Services	30-Jun-21	35%

WATER & WASTE

Themes/Strategies	Service Area	Description	Measure of Success - Target	Status	4th Quarterly update on actions/comments toward meeting success	Expected Completion	% Completed
Directorate oversight							
I2 - Provide effective and sustainable water supply and sewerage infrastructure while progressively achieving environmental compliance	Water Supply Agreements	Maintain water supply arrangements with third parties	Negotiate water supply agreements target 30 June 2021	Completed	Council's position articulated to Anglo American Mining Company for Middlemount and Moranbah. Meeting held Brisbane in May 21' to progress. Preferred Supplier Agreement (PSA) Dyno Nobel donated 50ML. Ongoing consultation with resource sector for new PSA for Moranbah in 22'. Final draft of Agreement with Pembroke being considered by lawyers.	Ongoing	100%
G5 - Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community in order to continuously improve	Safety Management	Manage safety incidents	Restricted Work Injury (RWI) - target <5 Per annum Lost Time Incident (LTI) - target <2 Per annum	Completed	1 - Lost Time Incident (LTI) recorded May (2 days). 1 - Restricted Work Injury (RWI) recorded (ongoing). Annual target has been met.	Ongoing	100%
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		Ensure safety management of water and waste sites and observation of Workplace Health & Safety procedures	Repeat of Non-conformances - target <2 Per annum	Completed	A repeat non-conformance of a contractor was identified for a missed bin collection in Clermont. Annual target has been met.	Ongoing	100%
Business Services							
EN3 - Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs	Safety & Environmental management	Ensure there is appropriate Safety & Environmental Interactions & Management, including reporting environmental incidences	Safety KPIs - target >360 pa	Completed	The Water and Waste Directorate has completed 345 Safety KPIs this financial year. Although under 360, the Directorate has met their overall 10 KPIs per annum per Manager/Supervisor/Team Leader requirement. This target has been amended for 21/22 following employee changes to 320pa.	Ongoing	100%
C1 -Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost-effective services	Customer Service	Miwater system and Taggle enquiries investigated and customer provided a response	Response time (business day) target <7 Days	Completed	The Business Services team have responded to all enquiries within 7 days. Investigations however have taken longer than 7 days for two (2) CRMs.	30-Jun-21	100%

Themes/Strategies	Service Area	Description	Measure of Success - Target	Status	4th Quarterly update on actions/comments toward meeting success	Expected Completion	% Completed
		W&W emergent works – task created, and customer provided a response	Response time (business day) - target: within same business day	Completed	All emergent works were responded to by the Business Services team within the same business day.	30-Jun-21	100%
G2 - Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness		Water and Wastewater five-year price plan	Review, update and maintain the Water and Wastewater five-year price plan target 30 June 2021	On Target	Wastewater charging review endorsed January 2021 for a period of 18 months. Minor changes recommended for 21/22 have been endorsed and became effective 01/07/2021. Water price path postponed until after Wastewater standardisation and conclusion of current water price path as endorsed by Council. Target met as agreement for approach was reached however work to be completed in 22'.	30-Jun-21	100%
G4 - Deliver unique customer focused and responsive services that are based upon a program of continuous improvement		Water rates notice errors due to incorrect data input	No. of remissions - target <10 Per annum	Completed	A total of nine (9) remissions have been processed this financial year with one (1) recorded this quarter due to an incorrect AMR read. Annual target has been met.	30-Jun-21	100%
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	Integrated Management System	Ensure appropriate compliance and maintain the implementation of the Integrated Management System for Water and Waste	Maintain certification target 30 June 2021	Completed	Certification maintained. Next Integrated Management System (IMS) External Audit to be undertaken in October 2021.	Ongoing	100%
EN3 - Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs	Environmental management	Effective environmental management including Observance of Environmental procedures & Field Audits	Field Audits - target >10 per annum	Completed	Four IMS Internal Audits were completed this quarter. This is over and above our target already achieved.	Ongoing	100%
Operations and Maintenance							
I2 - Provide effective and sustainable water supply and sewerage infrastructure while progressively achieving environmental compliance	Water Services	Water mains breaks	Per 100 km / annum - target <40	Below Target	Total of 157 for the year annual result is 56 breaks per 100 km.	30-Jun-21	100%
		Water quality related complaints	Per 1,000 connections - target <20 per annum	Completed	5 x water quality complaints in Clermont and 1 x water quality complaint in Moranbah. All samples met ADWG (Australian Drinking Water Guidelines).	30-Jun-21	100%
		Drinking water quality	% of samples tested with no E. coli detection / annum - target 98%	Completed	No Samples containing Ecoli:100% compliant.	30-Jun-21	100%
		Construct/activate a new water connection within the following timeframes once the invoice has been paid by the property owner	A standard water connection - target: Within 30 business days	Completed	No new water connections for this quarter.	30-Jun-21	100%

Themes/Strategies	Service Area	Description	Measure of Success - Target	Status	4th Quarterly update on actions/comments toward meeting success	Expected Completion	% Completed
G4 - Deliver unique customer focused and responsive services that are based upon a program of continuous improvement			A non-standard water connection target: within 50 business days	Completed	No new water connections for this quarter.	30-Jun-21	100%
		Compliance with Australian Drinking Water Guidelines	Compliance with the elements of the ADWG - target 95% compliance	Completed	Drinking Water Quality targets have been met and compliant with the Australian Drinking Water Guidelines (ADWG). A small number of aesthetic values have been recorded throughout Isaac Regional Council area, however these do not breach the ADWG.	30-Jun-21	100%
		Incidents of unplanned interruptions	Per 1,000 connections / annum - target <70	Completed	There has been 196 unplanned interruptions for this Qrt. Annual result is 45 interruptions per 1,000 connections.	30-Jun-21	100%
		Time to respond to water incidents – water quality complaints, burst mains, supply interruption	% of response to incident <12 hours - target <4 hours	Completed	1 x incident WS-024587 to repair leaking valve following mains shutdown in 16A Beresford Crescent, Dysart exceeded 4 x hours (18 hours). Plumber already aware of nature and severity of issue.	30-Jun-21	100%
I2 - Provide effective and sustainable water supply and sewerage infrastructure while progressively achieving environmental compliance	Recycled Water	Supply of safe and reliable recycled water	Reportable environmental incidents - target <10 per annum	Completed	There have been no recycled water incidents for the qrt. Annual result is 8.	Ongoing	100%
	Wastewater Services	Sewer mains breaks and chokes (blockages)	Per 100 km - target <40 per annum	Completed	Five (5) sewer main break and chokes were reported. Annual result of 17.8 per 100 km	30-Jun-21	100%
		Sewerage complaints – overflow on properties and odour	Per 1,000 connections - target <15 per annum	Completed	Three (3) sewerage complaints were noted. Annual result 4 complaints per 1,000 connections	30-Jun-21	100%
		Construct/activate a new connection within the following timeframes once the invoice has been paid by the property owner	A standard water connection - target: Within 30 business days	Completed	On Target - zero (0) sewer connections requested in 4th quarter.	30-Jun-21	100%
			A non-standard water connection - target: within 50 business days	Completed	On Target - zero (0) non-standard sewer connections requested in 4th quarter.	30-Jun-21	100%

Themes/Strategies	Service Area	Description	Measure of Success - Target	Status	4th Quarterly update on actions/comments toward meeting success	Expected Completion	% Completed
C1 - Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost and effective services		Time to respond to sewerage incidents – blockages, chokes, overflows	% of response to incident <12 hours - target <4 hours	Completed	On Target - all urgent wastewater incidents responded to within four (4) hours.	30-Jun-21	75%
EN5 - Partner with industry and community to minimise environmental harm through appropriate education and regulation		Compliance with Environmental Authority	Compliance with all elements of EA - target 95% compliance	Monitor	There has been 2 notification this quarter. One regulatory notification relating to Nebo Wastewater Plant Electrical Conductivity (EC) and One regulatory notification relating to Moranbah Sewerage Pump Station Number 2 overflow. Both have had written replies to the regulator.	30-Jun-21	100%
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	Water and Wastewater Services	Provision of reliable water supply and wastewater services	Water & Wastewater Service Area Review - target 30 June 2021	Monitor	Council has adopted Service Areas as required by legislation. The review of the water and waste service areas is still required however the review of the connections outside of the service areas needs to be completed first to inform the review of the service areas. A process to manage existing connections outside service areas is yet to be finalised.	30-Jun-21	50%
G4 - Deliver unique customer focused and responsive services that are based upon a program of continuous improvement		Total water and sewerage complaints (any nature)	Per 1,000 water connections - target <100 per annum	Completed	6 x water quality complaints received, but all samples taken met ADWG. Total 246 for year with annual result being 27 complaints per 1,000 connections	30-Jun-21	75%
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	Asset Management	Ensure proactive Asset Management of water and waste assets	Review & progress all Asset Management Plans target 31 March 2021	Monitor	Monitoring and condition assessment still largely in the reactive space. Work has been progressed on asset criticality and useful lives. The Operational Asset Register has also been reviewed. A working group between W&W and Strategic Assets has been created to progress. the SAMP was adopted late 2020 and will inform Class Based asset plans. this process will be ongoing and starts with a review of the various internal asset registers to obtain a single point of accuracy.	30-Mar-21	50%
		Asset Register and Condition Assessments	All assets inspected and identified as not meeting condition or serviceability standards included in operational and capital works plans Priority needs addressed through maintenance, 10-year plans updates, 20/21 PAG proposals developed target 30 June 2021	Monitor	A resourcing Strategy has been developed and linked to a Functions Review which is being assessed. PAG proposals developed as per asset renewal requirements. Waste remediation and capital works plan finalised.	Ongoing	75%

Themes/Strategies	Service Area	Description	Measure of Success - Target	Status	4th Quarterly update on actions/comments toward meeting success	Expected Completion	% Completed
I6 - Ensure that the assets maintained and constructed are appropriate to the current and future needs of the region's industries.		Effective asset management with the implementation of programmed (preventive) maintenance across all key assets (WTP/WWTP/SPS)	Work orders produced by computer maintenance management system - target >2 new tasks developed per quarter	Completed	Tasks have been created as required. The average of 8 per year has been achieved which is equivalent to the target. A more strategic focus is being applied to ensure critical asset maintenance needs are addressed first	Ongoing	100%
Waste Services							
EN5 - Partner with industry and community to minimise environmental harm through appropriate education and regulation	Waste Services	Illegal Dumping	Collaborate cross-departmentally on a pilot for an Illegal Dumping Strategy - target 30 June 2021	Completed	Programme of Amnesty Days was carried out successfully across all 9 waste sites in May 2021.	30-Jun-21	100%
G4 - Deliver unique customer focused and responsive services that are based upon a program of continuous improvement	Waste Collection Services	Missed services	Number of missed services / month - target <10 per 5000 services	Completed	Total Number of bins serviced in Quarter 4 - 198,873 Total Number of bins missed in Quarter 4 - 508 Target for Q4 is <397 (<10 per 5000 services = 397)	30-Jun-21	100%
		Collection of missed services	Response time for collection of missed services - target 90% within 36 hours	Monitor	Total number reported missed services in Quarter four (4) - 508 Total number rectified within 36 hours - 439 Percentage rectified within 36 hours - 86% (90% within 36 hours = 457) May performance was 100%	30-Jun-21	100%
		Bin repair / replacement requests	Response time to repair / replacement requests - target 90% within 5 working days	Monitor	Total number repair/replacement requests in Quarter four (4) - 55 Total number completed within 5 working days - 47 percentage completed within 5 days - 86%	30-Jun-21	100%
EN3- Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs	Landfills & Transfer Stations	Diversion of Waste from Landfill	Percentage of all IRC-managed waste diverted from landfill target >25%	Below Target	The average % of waste diverted from landfill via the nine (9) Resource Recovery Areas (RRAs) and Kerbside Recycling Collection of yellow top bins for Q4 is 20% (18% via RRAs, 2% via kerbside recycling)	30-Jun-21	20%
EN5 - Partner with industry and community to minimise environmental harm through appropriate education and regulation		Compliance with Environmental Authority	Compliance with all elements of EA - target 95% compliance	Completed	Waste Levy Submissions up to date Annual Volumetric Surveys completed Round of environmental (ground and surface water / gas monitoring) completed in Q4	30-Jun-21	100%
G4 - Deliver unique customer focused and responsive services that are based upon a program of continuous improvement		Notice of scheduled site closures	Public notices - target >7 days	Completed	Six (6) scheduled Site Closures for Easter, Anzac Day, Labour day, Clermont Show, Mackay Show and Rockhampton Show day achieved the target of >7 days	30-Jun-21	100%

Themes/Strategies	Service Area	Description	Measure of Success - Target	Status	4th Quarterly update on actions/comments toward meeting success	Expected Completion	% Completed
	Complaints	Customer complaints non-price related	Number of complaints / 1,000 transactions / site - target <10 per annum	Completed	No non-price related complaints received in Quarter 4	30-Jun-21	100%
		Nuisance complaints (odour / litter)	Number of complaints / 1,000 transactions / site - target <20 per annum	Completed	Two (2) complaints were received and investigated - Moranbah Waste Management Facility. Both were neighbouring properties of the Waste Management Facility	30-Jun-21	100%
Planning Projects							
I6 - Ensure that the assets maintained and constructed are appropriate to the current and future needs of the region's industries.	Project & Delivery (Internal)	Ensure inclusion of O&M staff in all design aspects	Sign off by O&M staff on designs of all projects - target 100%	Completed	Good cross program engagement - sign offs occurring with tender evaluation members. Target reached with engagement	30-Jun-21	100%
G3 - Pursue financial sustainability through effective use of Council's resources and assets and prudent management of risk	Project & Delivery (External)	Complaints from the community on Capital Works projects	Interruption >4 hours above planned outage - target <5 per annum	Completed	There have been 1 interruption over 4 hours that was planned (Moranbah sports field) however the metric wasn't exceeded	30-Jun-21	100%
		Project delivery	% of Annual Capital Program (Actuals + committed) - target >90%	Monitor	Quarter 4 - actuals sit at 80.65 % with some reconciliation to occur for Final End of Financial Year. However, we will not reach the 90%.	30-Jun-21	80%

MEETING DETAILS	Corporate, Governance and Financial Services Standing Committee Tuesday 10 August 2021
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AUTHOR POSITION	Manager Financial Services

5.4

POLICY UPDATE – ANZ ONLINE TRANSACTIVE POLICY

EXECUTIVE SUMMARY

This report seeks Council's consideration on amendments and updates to the ANZ Online Transactive Policy.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Repeal the ANZ Online Transactive Policy (FS-035).***
2. ***Adopt the ANZ Transactive Online Policy (CORP-POL-125)***

BACKGROUND

Management are continuing to review their policies, in line with the Corporate Policy Framework, to ensure they are up to date, meet compliance and best practice principles and assist in sound decision making.

A review of the ANZ Online Transactive Policy has been undertaken and significant working enhancements have been actioned to improve the readability and intent of the Policy.

During the review of the amendments and further discussion, ELT have formed the view that the policy is an Operational Policy and only require ELT adoption as part of the Corporate Policy Framework. The proposal is to repeal the Council adopted policy FS-035 (10 November 2015), at which time the ELT adopted policy CORP-POL-125 on 25 August 2021 will come into effect.

Noting the Policy is only specific to the Finance Department, is operational in content and provides general policy directives of the use of its ANZ Online Transactive services, it has been determined that ELT will endorse and adopt the policy, whilst acknowledging that full oversight should still occur with Council.

IMPLICATIONS

Legislation/Best Practice

Ensure that Council's Policies are up to date, meet best practice principles and forms the basis of sound decision making in the future.

CONSULTATION

- Executive Leadership Team
- Manager Governance and Corporate Services
- Senior Governance Officer

BASIS FOR RECOMMENDATION

Implementation of the policy aligns with Corporate Policy Framework and values of continuous improvement.

ACTION ACCOUNTABILITY

The Manager Governance and Corporate Services will ensure the Corporate Policy Register is updated, including IRIS and the website.

KEY MESSAGES

The policy provides a guide to best practice activities in Council operations.

Demonstrates Council's commitment to continuous improvement and transparency.

Report Prepared By:

MICHAEL KRULIC
Manager Financial Services

Date: 29 July 2021

Report Authorised By:

DARREN FETTEL
Director Corporate, Governance and Financial Services

Date: 3 August 2021

ATTACHMENTS

- Attachment 1 – ANZ Transactive Policy (FS-035) (to be repealed)
- Attachment 2 – ANZ Transactive Policy (CORP-POL-125) – as endorsed by ELT on 2 August 2021.

REFERENCE DOCUMENT

- Corporate Policy Framework

POLICY TITLE: ANZ TRANSACTIVE ONLINE BANKING

POLICY NUMBER: FS- 035

CATEGORY: Council Policy

CLASSIFICATION: Statutory

Approved by Council		Meeting number and date	
25 November 2014		25 November 2014	
		Resolution number	
		3865	
Approved by CEO		25 November 2014	
Effective date		Review date	
23 September 2014		23 September 2016	
Policy Author			
Chief Financial Officer			
Endorsed by			
Director Corporate Governance and Financial Service			
Responsible Position			
Chief Financial Officer			
Current Incumbent	Contact number	Email address	
Aaron Johansson	4846 3549	aaron.johansson@isaac.qld.gov.au	

1. Purpose

ANZ Transactive Online Banking policy encompasses the day to day processes and procedures undertaken by authorised staff conducting online banking activities on behalf of Isaac Regional Council (IRC).

The policy must be applied to all IRC staff with authority to perform banking duties on behalf of Council and with access to ANZ Transactive Online Banking.

The ANZ Transactive Online Banking system allows IRC to streamline daily banking practices. This system is an integrated, web-based platform which allows IRC to manage and perform a complete range of banking activities. ANZ Transactive Online Banking System streamlines cash management functions and reporting mechanisms which are designed to maximum flexibility, security and easy use.

ANZ Transactive Online Banking enables IRC staff to perform a range of cash management activities on behalf of Council, via internet, quickly and easily. These functions include, but are not limited to:

- Obtaining account balances, transaction histories and statements
- Viewing up-coming and past payments
- Viewing Payees and BPAY Billers
- Processing daily account transfer and payments via pay anyone and BPAY with a limit of \$500,000
- Ability to manage security devices and provide other IRC staff with access rights to create and view transactions
- Ability to report lost or stolen cards/reissue cards
- Transacting online with accounts requiring more than one signatory
- Creating templates for frequently made transactions
- Paying employees and suppliers with batch payments
- Collecting payments via Direct Debit
- Importing ABA files from IRC accounting package software
- Paying international suppliers online
- Accessing Etrade platform

2. Scope

ANZ Transactive Online Banking allows IRC staff to administer a complete range of banking duties in real time, streamlining internal processes and administration to deliver operational efficiencies including time and cost savings. It also provides instant visibility and control of IRC's cash position to assist with managing risk and making informed business decisions.

3. Definitions

Abbreviation	Meaning
ANZ Transactive	Online Banking Website
ABA File	ABA stands for Australian Banking Association. Many accounting and payroll software packages enable you to create .aba files, which consist of payment details. When ANZ Internet Banking for Business customers set up multiple Pay Anyone payments, payroll payments or direct debits they can import .aba files to populate payment details for their convenience.
ABN Number	Your ABN or Australian Business Number is the number assigned to your business when you register it with the Australian Business Register. If registering for ANZ Internet Banking for Business you'll need to include your ABN number so that we can verify your business details.
Access CRN	If you are an ANZ Internet Banking for Business Administrator and/or Authoriser with multiple CRNs you can log on using an Access CRN, which allows you to access your multiple CRNs in one ANZ Internet Banking for Business session. Once logged on with your Access CRN you can then switch between different CRNs linked to different entities/businesses/personal accounts.
Account Number	Your account number is the identification number associated with your account.
ACN Number	Your ACN or Australian Company Number is the number assigned to your company when you register it with the Australian Securities and Investments Commission (ASIC). When registering for ANZ Internet Banking for Business you'll need to include your ACN so that we can verify your company details.
Administrator	The Administrator is an ANZ Internet Banking for Business user who has the highest level of access.
Authoriser	The Authoriser is an ANZ Internet Banking for Business user who, in addition to transacting online, can also authorise transactions submitted to them for approval by other users.
Authorisation period for transactions	The authorisation period applies only to ANZ Internet Banking for Business transactions. When an Operator user performs certain transactions they must submit them for authorisation to a signatory user. The signatory user must authorise these transactions within the authorisation period, which is specified at registration. This period can be anything from seven to 31 days.
Available Funds	Available funds are the total amount available for withdrawal from your account. <ul style="list-style-type: none"> It will include account specific items such as withdrawal limits, credit limits, redraw and overdraft facilities. It will also include the recent transactions that are in the process of being posted to your credit card or visa debit account. It will not include funds that are currently held in an ANZ Term

	<p>Deposit, as these funds are usually unavailable until investment maturity.</p> <ul style="list-style-type: none"> It will not include all funds that have been deposited but not yet cleared, such as cheques waiting for clearance.
BPAY Reference Number	Your BPAY® reference number is a unique customer number assigned to you by your BPAY® biller. It can be found in the payment section of your bill where the BPAY® biller code is displayed. You'll need your BPAY® reference number in order to pay BPAY® bills and to register to receive online bills.
BPAY Biller Code	The BPAY® biller code is the unique number associated with an official BPAY® biller. You can find the BPAY® biller code on the payment section of your bill.
BSB Number	BSB stands for bank, state and branch number. It identifies the bank, branch and state in which you opened your account.
CRN	Your CRN or Customer Registration Number is the number that identifies you as an ANZ Internet Banking or ANZ Internet Banking for Business customer.
Daily Limit for Pay Anyone	Pay Anyone service is subject to a daily limit, which is the maximum amount you can transfer per day. It applies to Pay Anyone, international services, payroll payments, the purchase of bank cheques and online charity donations.
Operators	An Operator is an ANZ Internet Banking for Business customer whose access to ANZ Internet Banking is controlled by their relevant Administrator.
RSA Tokens	An ANZ security device enabling authorised staff to gain access to the ANZ Transactive Business Online Banking site as well as approving cash or trade transactions.
Security profiles	<p>Administrator assigns a security profile for all users via ANZ Transactive.</p> <ul style="list-style-type: none"> A security profile determines which module of ANZ Transactive users can access The functions users can use within each module of ANZ Transactive
Threshold groups	<p>If the ANZ Transactive involves authorising transactions, Council's Administrators may assign a threshold group.</p> <p>Threshold group determines the value of transactions that can be authorised. For each type of transaction, there are limits for the:</p> <ul style="list-style-type: none"> Threshold amount, which is the largest single transaction that can be authorised Daily maximum value of the transactions authorised
Template Groups	ANZ Transactive involves initiating/creating transactions; Administrators may assign one or more Template Groups. The Template Group assigned to Authorisers will determine which type of Instruments Authorisers can create.
Confidential Payment Indicator	A Confidential Payment Indicator may be assigned to the User profile by the Administrator enabling Author to have access to confidential payment transactions and templates.

Panel authority	If the Signatories use of ANZ Transactive involves authorising payment transactions, then the Isaac Regional Council's System Administrators may have assigned a panel authority to the Signatory. Panel authority determines the value of the transactions that can authorised and the panel User group. For each account provided, there is a limit assigned to each User and which panel User must authorise the transaction.
Logging In	Each user accessing ANZ Transactive must have valid log on details. This may be requested via an application form, which contains proof of identify and the form must be signed, dated and returned to ANZ for processing. Users with RSA tokens will be required to enter in their User ID and Password together with their OTP (One Time Password) generated by the RSA token.
Logging out	When finished using ANZ Online, it is important to log out properly rather than simply closing the application window. If you close the window rather than log out, ANZ Online considers you to be still logged in. Please ensure to click the 'Log Out' button to exit the session in a secure manner. Log off the online session and turn off the computer when not in use.
CEO	Chief Executive Officer
IRC	Isaac Regional Council

4. Policy

4.1 Authority to Access

In order for any user to be granted access to ANZ Transactive, an "ANZ Transactive Request Form" must be completed stating the access required and authorised by the users direct manager and also approved by the Manager Business Application Solution and Chief Financial Officer. The new user will also have to present and submit 100 points of ID to ANZ if they are not already an ANZ customer.

Should amendments be required to the access levels of staff, an "ANZ Transactive Maintenance Request Form" will need to be completed, authorised by the Manager of Accounting Services and Chief Financial Officer and sent to Systems staff for processing.

4.2 Access Level

Access levels will be determined and granted by the Manager Business Application Solution and Chief Financial Officer. IRC operates all general accounts through ANZ Transactive Online Banking, with MELC and IHAT banking information accessible to authorised IRC staff through ANZ Business Online Banking.

4.3 Administrators

An Administrator is an ANZ Online Banking user who has the highest level of access. They control access of other users, known as Operators and Authorisers. In order to be added as an Administrator for accounts the user will need to have been a signatory on those accounts prior to registering for ANZ Transactive Online Banking. In addition to regular transactions, an Administrator can:

- Manage Operators
- Manage direct debits
- Create new password users
- Reset user passwords when necessary
- Modify and maintain user profiles
- Create and modify function roles and data roles
- Assign roles to users
- View administration reports
- Assign accounts to a sub-group
- Set up email alerts

System Administrators can also perform the following system maintenance tasks:

- Require two (2) Administrators to activate security on devices
- Require two (2) Administrators to activate access
- Administrators cannot have Operators access

4.4 Authorisers

The Authoriser is an ANZ Transactive Online Banking user who, in addition to transacting online, can also authorise transactions submitted to them for approval by other users. In order to be added as an Authoriser for accounts the user will need to have been a signatory on those accounts prior to registering for ANZ Transactive Online Banking. Dependent upon access set by the Administrator, an Authorisers duties may include:

- Create payments
- Create templates
- View reports
- Approve payments

A Authoriser will require a security device if they need to perform the following functions:

- Release payments
- Manually obtain a foreign currency exchange for a cross-currency payment ('Get Rate' function).

4.5 Operators

An Operator is a customer whose access to ANZ Transactive Online Banking is controlled by their relevant Administrator:

- Each Operator has their own ID assigned to them by their Administrator
- This ID must be used to log on to ANZ Transactive Online Banking
- An Operator cannot have Administrator access

Depend upon access set by the Administrator an Operator duties may include:

- Create payments
- Create templates
- View reports

5 Communication Channels

All ANZ Transactive Online Banking information will be communicated to authorised IRC staff via:

- Chief Financial Officer
- Senior Specialist – Treasury and IRC Enterprises
- Manager Business Application Solutions

6 References and Related Documents

- ANZ Transactive Resources Guide 2013
- ANZ Transactive Administration Guide 2013
- Statutory Bodies Financial Arrangements Act 1982
- Local Government Act 2009

ANZ TRANSACTIVE ONLINE BANKING

APPROVALS

POLICY NUMBER	CORP-POL-125	DOC.ID	Insert
CATEGORY	Council Policy		
POLICY OWNER	Manager Financial Services		
APPROVAL DATE	Insert	RESOLUTION NUMBER	Insert

DRAFT

OBJECTIVE

ANZ Transactive - Global Banking policy encompasses the day to day processes undertaken by authorised staff conducting online banking activities on behalf of Isaac Regional Council (IRC).

The policy applies to all IRC staff whom have the authority to perform banking duties on behalf of Council and have access to ANZ Transactive - Global Banking.

SCOPE

ANZ Transactive - Global allows IRC staff to administer a complete range of banking duties in real time, streamlining internal and administration processes to deliver operational efficiencies including time and cost savings. It also provides instant visibility and control of IRC's cash position to assist with managing risk and making informed business decisions.

DEFINITIONS

TERM / ACRONYM

MEANING

ANZ Transactive - Global

Online transactional banking website utilised for Council's banking requirements.

Administrator

The Administrator users have the highest level of access. An Administrator can not authorise payments.

IRC

Isaac Regional Council.

POLICY STATEMENT

PURPOSE OF ANZ TRANSACTIVE

ANZ Transactive - Global is an integrated, web-based platform which allows IRC to manage and perform a complete range of banking activities. ANZ Transactive - Global streamlines cash management functions and reporting mechanisms, which are designed to maximise flexibility, security and ease of use.

ANZ Transactive – Global enables IRC staff to perform a range of cash management activities on behalf of Council. These functions include, but are not limited to:

- Obtaining account balances, transaction histories and statements
- Viewing up-coming and past payments
- Viewing Payees and BPAY Billers
- Ability to manage security devices and provide other IRC staff with access rights to create and view transactions
- Collecting payments via Direct Debit

- Importing ABA files from IRC accounting package software and paying employees and suppliers with batch payments
- Paying international suppliers online.

AUTHORITY

Isaac Regional Council requires two signatories on all accounts, whether it is approving a transfer between Council's own accounts or paying external customers and employees.

For any user to be granted access to ANZ Transactive - Global, an "ANZ Transactive Request Form" must be completed, detailing the access required and authorised by the user's direct manager. The request also requires approval from the Manager Business Application Solutions and Manager Financial Services in line with Council's delegation register. If the new user is being assigned signing / approving authority, the user needs to be added to Council's ANZ profile by ANZ. To add a new user, an existing authority user needs to contact ANZ to obtain the necessary forms. Any banking forms to add, change or modify users' access, also requires two authorising signatures by Council. The new user will be required to provide ANZ 100 points of identification (if they are not already an ANZ customer).

If access is only required to upload payment files into ANZ Transactive - Global (i.e. Password access), ANZ do not need to add the user onto Council's profile. This is an internal process that once internally approved, the ANZ transactive administrators can go ahead and activate accordingly.

Should amendments be required to the access levels of staff, an "ANZ Transactive Maintenance Request Form" will need to be completed, authorised by the Manager Financial Services and sent to ANZ Transactive administrators for processing.

ADMINISTRATORS

An Administrator is an ANZ Transactive - Global user who has the highest level of access. They control access of other users, known as Operators and Authorisers. In order to be added as an Administrator for accounts, the user needs to be a signatory (authoriser) on those accounts prior to being an Administrator for ANZ Transactive - Global.

An Administrator can:

- Create Company managed users and manage these users (password resets, disable, enable and delete)
- Manage user permissions
- Create and manage custom roles
- Create account groups
- Create and manage authorisation panels
- Create, modify and assign function and data roles
- View administration reports.

ANZ Transactive – Global for Council has been set up with the “Dual Administration” model. Therefore, in order for an Administrator to modify their own permission, it requires that a second administrator approve those changes. Administrators cannot have user access and therefore cannot approve payment runs or transfers etc.

USER ROLES

Users are assigned one or more Roles that define the tasks they can perform in the system, such as the ability to approve domestic payments. Within each role, additional permission settings specify the attributes a user is entitled to undertake, based on specific listed tasks or discretions (i.e. domestic transaction batch daily limits). Council has the following user access roles: -

- Security device & Password
- Password.

For IRC related bank accounts, the current positions and level of user access are as follows:

- Director Corporate, Governance and Financial Services – Security device and password
- Manager Financial Services – Security device and password
- Manager Accounting Services – Security device and password
- Manager Budgets and Statutory Reporting – Security device and password
- Manager Rates and Accounts – Security device and password
- Senior Management Accountant – Security device and password
- Accounts Payable staff – Password only
- Rates staff – Password only
- Payroll staff – Password only
- Account Receivable – Password only
- Finance Officer (Compliance) – Password only.

Council's ANZ Transactive - Global administrators are as follows:

- Chief Information Officer – Security device and password
- Manager Business Application Solutions – Security device and password

Further, Council also has 2 controlled entities. In order for payments to be actioned within these accounts, an IRC staff member is required to co-sign the MELC and IAHT banking transactions through ANZ Business Online Banking.

For Council's controlled entities bank accounts, the current position and level of user access are as follows:

- Manager Business Application Solutions – Security device and password

USER CREDENTIALS

Users can be a “password user” or a “security device and password user”, each having the following accesses:-

- Password users:
 - upload and create EFT/payment files.
 - View reports
- Security Device users:
 - Initiate single payments/transfers
 - Approve payments
 - Release payments
 - View reports

LEGISLATIONS AND RELATED GUIDELINES

- *Statutory Bodies Financial Arrangements Act 1982*
- *Local Government Act 2009*
- ANZ Transactive – Global help guide found at webpage - help.online.anz.com/hc/en-au
- ANZ Transactive Token User Guide

REFERENCES

ID	NAME
FS-018	ANZ Transactive Access Request Form
FS-021	ANZ Transactive Maintenance Form
N/A	IRC Administrative Delegations Register

MEETING DETAILS	Corporate, Governance and Financial Services
	Standing Committee
	Tuesday 10 August 2021

AUTHOR	Michael Krulic
AUTHOR POSITION	Manager Financial Services

5.5

POLICY UPDATE – PURCHASING CARD POLICY

EXECUTIVE SUMMARY

This report seeks Council's consideration on amendments and updates to the Purchasing Card Policy.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. **Adopt the updated Purchasing Card Policy (CORP-POL-067).**

BACKGROUND

Management are continuing to review their policies, in line with the Corporate Policy Framework, to ensure they are up to date, meet compliance and best practice principles and assist in sound decision making.

A review of the Purchasing Card Policy has been undertaken and significant working enhancements have been actioned to improve the readability and intent of the Policy.

During the review of the amendments and further discussion, the Executive Leadership Team (ELT) have formed the view that the policy is an Operational Policy and only require ELT adoption as part of the Corporate Policy Framework. The proposal is to repeal the Council adopted policy COPR-POL-067 (13 November 2019), at which time the ELT adopted policy CORP-POL-067 on 25 August 2021 will come into effect.

Noting the Policy is only specific to the operations of Council, is operational in content and provides general policy directives of the use of Corporate Purchasing Cards, it has been determined that ELT will endorse and adopt the policy, whilst acknowledging that full oversight should still occur with Council.

IMPLICATIONS

Legislation/Best Practice

Ensure that Council's Policies are up to date, meet best practice principles and forms the basis of sound decision making in the future.

CONSULTATION

- Executive Leadership Team
- Senior Governance Officer

BASIS FOR RECOMMENDATION

Implementation of the policy aligns with Corporate Policy Framework and values of continuous improvement.

ACTION ACCOUNTABILITY

The Manager Governance and Corporate Services will ensure the Corporate Policy Register is updated, including IRIS and the website.

KEY MESSAGES

The policy provides a guide to best practice activities in Council operations.

Demonstrates Council's commitment to continuous improvement and transparency.

Report Prepared By:	Report Authorised By:
MICHAEL KRULIC	DARREN FETTELL
Manager Financial Services	Director Corporate, Governance and Financial Services
Date: 29 July 2021	Date: 2 August 2021

ATTACHMENTS

- Attachment 1 – Purchasing Card Policy (CORP-POL-067) – as endorsed by ELT on 2 August 2021.

REFERENCE DOCUMENT

- Corporate Policy Framework

PURCHASING CARD POLICY

PURCHASING CARDS

APPROVALS

POLICY NUMBER	CORP-POL-067	DOC.ID	4481631
CATEGORY	Strategic		
POLICY OWNER	Financial Services		
APPROVAL DATE	Insert	RESOLUTION NUMBER	Insert

OBJECTIVE

To ensure the probity, accountability and transparency of the use and issue of IRC Purchasing Cards in accordance with legislative, contractual and policy requirements

SCOPE

This policy refers to all employees issued with an Isaac Regional Council (IRC) Purchasing Card. This policy is subordinate to the Isaac Regional Council Procurement Policy which covers all procurement activities of IRC.

DEFINITIONS

TERM / ACRONYM

MEANING

Asset /Capital purchases	Shall mean items as defined in the Asset Management Policy, including; reportable and portable and attractive items (including digital cameras, cooking appliances, white goods, audio visual devices etc.).
Catering	Shall mean any purchase of foodstuffs, drinks and meals which are provided by a commercial provider or retail store which may attract fringe benefits tax.
CEO	Chief Executive Officer.
Chemicals	Shall mean any substance that is required under law to provide a Safety Data sheet (SDS) (note this includes household cleaning products).
Emergency Event	Shall mean any event which requires the activation of the Local Disaster Management Group.
Fuel	Shall mean all liquid fuels, lubricants and additives.
Information and Communications Technology (ICT) Software and hardware	Shall mean all hardware, software, mobile telecommunications, accessories and landline telecommunications.
IRC	Isaac Regional Council.
MFS	Manager Financial Services.
On call/service incident	Shall mean any incident whereby the requirement to replace or restore service and/or facilities may cause public and environmental nuisance or harm.
Personal Protective Equipment (PPE)	Shall mean hearing protective devices, respirators, eye and face protection, safety helmets and sun hats, gloves and safety boots and clothing.

Temporary Employee	Shall mean a person whose employment term does not exceed twelve months.
Vehicle Accessories	Shall mean any item which will be fitted to or located internal or external to a vehicle.

POLICY STATEMENT

Council's/Management's position on matter

Purchasing Cards have been established with the sole intent of reducing administrative costs and improving service level delivery to external and internal customers.

Purchasing cards are only issued to officers to enable improved service levels and should in no way circumvent the Procurement Policy, contracted supplier arrangements or system generated purchase orders.

An IRC purchasing card shall only be issued to those positions whose duties provide scope for the effective use as a business toll and should not be perceived as a status symbol.

IRC purchasing cards are issued to employees in their existing position only and shall not be issued to contractors or temporary employees. If an employee with an approved purchasing card moves to another position without a purchase card approval or terminates employment with Council, then the card must be surrendered to Financial Services and cancelled.

APPROVAL

Purchasing cards will only be issued to employees whose positions have a credit card financial delegation on the approved financial delegation register.

Purchasing Cards will only be issued with the approval of the Chief Executive Officer in addition to the ~~Chief Financial Officer~~ Manager Financial Services and respective Director. All requests must be via the correct Forms available on IRIS - New Purchasing Card Request Form.

GOODS AND SERVICES TAX / FBT

Council is liable to pay GST on eligible purchases and is also eligible in most circumstances to claim the GST input-tax credit. All credits claimed must be supported by documentation. The Cardholder must retain all original documentation (Tax invoice) supporting any GST component of a bill.

EFTPOS printed receipts do **not** qualify as Tax Invoices and will not be accepted.

The documentation for any transaction that may attract FBT, Entertainment & Hospitality, must be submitted through a completed FBT Catering / Entertainment form at the time of submitting appropriate receipts.

CARDHOLDER RESPONSIBILITIES

Cardholders are responsible for the following security measures for the use of their Card:

- i. Cardholders must retain their transactional evidence (receipts, invoices, dockets) to support all charges. An acceptable receipt for reimbursement of claimable business expenses on the purchasing card is an original tax invoice/receipt (for GST claiming purposes).
- ii. Card purchases without receipts are ultimately the responsibility of the card holder. A failure to provide receipts or credible explanation for the unsupported expenditure will result in an automatic charge to the programs budget number and possible claim/deduction from the cardholder's salary (Excludes disputed transactions)
- iii. In the event of a disputed transaction, the cardholder must:
 - contact the merchant to resolve the dispute.
 - if this is not successful, contact the credit card provider to seek resolution.
 - advise the Accounts Payable of the details of the dispute.
- iv. Reimbursement for return of goods and / or services must be credited directly to the individual Purchasing card.
- ~~v. During periods of leave in excess of two weeks, cardholders are to store their purchasing cards at Financial Services. During extended periods of absence, such as maternity leave or illness, cards may be cancelled and reissued upon the officer's return.~~
- ~~vi-v.~~ Officers issued with a Purchasing card are in a position of trust in regards to use of public funds. Improper or unauthorised use of the Card may result in the Cardholder being held liable for expenditures, legal/disciplinary action under Council's Code of Conduct, and termination of the Card-use and/or termination of employment.
- ~~vii-vi.~~ Lost or stolen cards are to be reported immediately to ANZ Banking Group emergency 24 hour hotline 13 10 06 and must also be reported to Financial Services as soon as practicable.

MANAGEMENT AND SUPERVISOR RESPONSIBILITIES

In supporting the initial issuing of the purchase card to an employee the respective Supervisor / Manager / Executive Leadership Team member accepts responsibility for the following:

- i. The Cardholders manager or supervisor is required to verify all transactions each month. In doing so the manager or supervisor is to ensure the transactions are business related and the cardholder has supplied supporting documentation. Any unusual transactions must be followed up with the cardholder immediately. Suspected breaches of the conditions of use **must** be referred to the ~~Chief Financial Officer~~ Manager Financial Services as soon as possible and without exception. The Manager Financial Services ~~Chief Financial Officer~~ will also advise the Chief Executive Officer of any suspected unauthorised use of the purchase card immediately.
- ii. In the event of any suspected or actual breaches of the conditions of use of the purchase card being declared or discovered, the purchase card will be suspended and returned to Financial Services while an investigation is undertaken.

iii. The purchase card will only be returned after the CEO has received and approved a written report outlining the investigation, outcomes and any proposed remedial action (including disciplinary measures).

viii-iv. Cardholders cannot authorise their own statements nor have a subordinate counter sign for them. In the event that a more senior officer is not available, the Cardholder must seek the counter signature of the ~~Chief Financial Officer~~ Manager Financial Services. The Mayor must approve the ~~Chief Executive Officer~~'s expenditure, and the Chief Executive Officer must approve the expenditure of Directors and the Mayor.

PERMITTED USE OF PURCHASING CARDS

Purchasing cards are issued to Council employees for their requested use only and not for all reactive purchases.

Purchase cards should not be used to circumvent the Procurement Policy, meaning that wherever possible purchase orders should be used in the first instance.

ON CALL/SERVICE INCIDENT

Employees issued with Cards on the basis for emergency repairs, are permitted to purchase goods and services within the scope of the work when no other standing order or contractual arrangement is available.

In all instances, Isaac Regional Council inventory shall be accessed first if available for after hours or emergency repairs.

Emergency event

During the declaration of an emergency event, employees with purchasing cards are able to utilise the credit facility to acquire the necessary Council related goods and services as required.

Once the event has been resolved and normal operations resume this usage shall cease.

Internet Purchases

i. Purchasing Cards within the scope of their individual approved use, may be used for internet purchases provided the cardholder is satisfied that the vendor is known and reputable and the website is secure (sites must use Secure Socket Layer (SSC) or with a Security Certificate).

ii. Cardholders must not store credit card information within a user profile on a website. The card number must be re-entered every time an order is placed.

iii. Cardholders must not link their Purchasing Card to personal and/or private accounts that the cardholder has established with third party providers such as eBay or PayPal.

ix-iv. If a purchase can only be made through such third-party providers, cardholders must contact the Manager Contracts and Procurement who will attempt to facilitate the purchase.

Payment of Legislative Charges

Employees who are required to pay frequent legislative charges which are paid via the internet may do so if approved in the issue of their Purchasing Card.

Examples of these charges are:

- i. Q Leave payments for Portable Long Service Leave Act 1991
- ii. Queensland Transport registrations and Certificate of Inspections
- iii. Commission for Children
- iv. Personal Property Securities Register for the Personal Property Securities Act 2009.

Travel and Travel Coordinators

Employees holding the positions nominated to perform the role of Travel Coordinator within their directorate may be issued with purchasing cards. The scope and use of the Purchasing Card in this role is stipulated in the Travel and Accommodation Policy.

The Mayor, CEO and Directors have approval for use of their Council issued Purchasing Cards for business incidentals.

Information and Communications Technology (ICT) Products

Employees within the Information Services Program are permitted to purchase software and hardware online. Staff outside of this program, are not permitted to purchase ICT products.

Prohibited use of a Purchasing Card

Purchasing cards are an effective business tool for Council but also represent a significant risk of non-approved items being purchased, legislative and policy non-compliance, contractual breach and also potential fraud and theft.

To minimise Council's risk exposure, the following items are not permitted to be purchased on Council Purchasing Cards:

Goods and Services not approved for purchase using Council Purchasing Cards, unless specifically approved in this Policy

- Alcohol Purchases (unless prior approval in writing from CEO)
- Grocery items (unless prior approval in writing from Director or CEO)
- Vehicle accessories
- PPE – safety boots and clothing
- Consumables covered by Preferred Standing Arrangement
- ICT Software and Hardware
- Mobile phones and accessories
- Fuel (except in an Emergency event as defined within this policy)

- Cash advances/withdrawals (Purchasing Cards have this option removed)
- Chemicals – herbicides, insecticides, cleaning chemicals etc.
- Asset purchases
- Direct debit authorisation's for regular/repeat payments
- Catering – non-alcoholic drinks, meals and incidentals (other than provided for under Council's 'Entertainment & Hospitality' and/or 'Travel & Accommodation' Policies).
- Personal purchases / gifts.

Catering

The purchase of non-alcoholic drinks, meals and incidentals (other than provided for under Council's 'Entertainment & Hospitality' and/or 'Travel & Accommodation' Policies).

Where any such catering is undertaken, an FBT Catering / Entertainment form must be completed and attached for each occasion.

Non-Cardholder Usage

At no times are persons other than the authorised cardholder to use the card to incur expenditure on Council's behalf. This includes the use of the card online via the internet on behalf of a cardholder.

Splitting of Purchases

Cardholders must not request providers to split charges to allow a number of cardholders to perform the purchase. If the cardholders purchase card limit does not allow for the quantum of the purchase required, this should be conducted via an official Council purchase order or refer to the Manager Contracts & Procurement for determination of correct procurement mechanism.

Action for Breach of this Policy

A review of monthly purchase card transactions will be conducted to ensure compliance with this policy and ensure credit limits and transaction types are not breached. Any breach of this policy may result in the cancellation of the card and disciplinary action taken.

Review of Policy

~~This policy will be reviewed when any of the following occur:~~

- ~~1. The related documents are amended or replaced.~~
- ~~2. Other circumstances as determined from time to time by a resolution of Council~~

~~Notwithstanding the above, this policy is to be reviewed at intervals of no more than two years~~

LEGISLATIONS AND RELATED GUIDELINES

- Local Government Act 2009

- Local Government Regulation 2012

REFERENCES

TYPE	DOCUMENT ID/NAME
CORP-POL-112	Procurement Policy
CGFS-062	Travel and Accommodation Policy
CGFS-029	Entertainment and Hospitality Expenditure Policy
CORP-POL-119	Frequent Flyer & Loyalty Rewards Scheme Policy
CORP-POL-079	Code of Conduct
FS-059	Purchasing Card Request Form
FS-010	Purchasing Card Terms & Conditions Form

MEETING DETAILS	Corporate, Governance and Financial Services
	Standing Committee
	Tuesday 10 August 2021

AUTHOR	Michael Krulic
AUTHOR POSITION	Manager Financial Services

5.6 POLICY REPEAL – INSURANCE AND CLAIM MANAGEMENT GUIDELINE

EXECUTIVE SUMMARY

This report seeks Council's consideration on repealing the existing Insurance and Claim Management Policy and replacing it with a guideline.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Repeal the Insurance and Claim Management Policy (CGFT-109).*
- 2. Note that there is no requirement for a Policy, a guideline will be used to ensure adequate insurance coverage (CORP-GDS-203).*

BACKGROUND

Management are continuing to review their policies, in line with the Corporate Policy Framework, to ensure they are up to date, meet compliance and best practice principles and assist in sound decision making.

A review of the Insurance and Claim Management Policy has been undertaken and significant work being undertaken. However, upon scrutiny, it was determined a guideline would be sufficient and more practical for Council as opposed to a revised Policy.

Noting that Insurance coverage is corporate in nature, the guideline has been reviewed and endorsed by Executive Leadership Team on Monday 2 August 2021.

Further, Council is advised that the Insurance cover review is embedded in the Audit and Risk Committee Annual Work Plan. The Audit and Risk Committee have oversight of the adequacy of the Insurance policies and where appropriate will make recommendations.

IMPLICATIONS

Legislation/Best Practice

Ensure that Council's Policies are up to date, meet best practice principles and forms the basis of sound decision making in the future. In this instance, it was determined a guideline would be most practical.

CONSULTATION

- Executive Leadership Team
- Manager Governance and Corporate Services

- Senior Governance Officer
- Technical Officer Insurance

BASIS FOR RECOMMENDATION

Implementation of the guideline aligns with the values of continuous improvement.

ACTION ACCOUNTABILITY

The Manager Governance and Corporate Services will ensure the Corporate Policy Register is updated, including IRIS and the website.

KEY MESSAGES

The guideline provides a guide to best practice activities in Council operations.
Demonstrates Council's commitment to continuous improvement and transparency.

Report Prepared By:

MICHAEL KRULIC
Manager Financial Services

Date: 28 July 2021

Report Authorised By:

DARREN FETTELL
Director Corporate, Governance and Financial Services

Date: 3 August 2021

ATTACHMENTS

- Attachment 1 – Insurance and Claims Management Policy – to be repealed (CGFT-109)
- Attachment 2 – Insurance Guideline

REFERENCE DOCUMENT

- N/A

POLICY TITLE: INSURANCE AND CLAIM MANAGEMENT

POLICY NUMBER: CGFS-109

CATEGORY: Council Policy

CLASSIFICATION: Statutory

Approved by Council		Meeting number and date	
29 April 2014		29 April 2014	
		Resolution number	
		3628	
Approved by CEO		29 April 2014	
Effective date		Review date	
11 April 2014		11 April 2016	
Policy Author			
Financial Services			
Endorsed by			
Director Corporate Governance and Financial Services			
Responsible Position			
Chief Financial Officer			
Current Incumbent		Contact number	Email address
Aaron Johansson		4846 3549	aaron.johansson@isaac.qld.gov.au

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 Policy No: CGFS-109
 Authorised by: Director Corporate Governance and Financial Service
 Document Maintained by: Financial Services
 Next Review Date: 11 April 2016

30/11/2015

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1. Purpose

The Policy and Procedure:

- Aims to assist staff and Isaac Regional Council (IRC) meet local government obligations as required under the *Local Government Act 2009*.
- Is bound by the provisions of the *Information Privacy Act 2009*, as well as Council's adopted Customer Standards, Customer Service Charter, and General Complaints Process.
- Will further enhance Council's vision "*To be the region of first choice*" and it's mission "*To promote and enhance the diversity of lifestyle and opportunity*".
- Will enhance Council's values of Professionalism, Continuous Improvement, Excellence, Procedural Consistency, Customer Focus, Teamwork and Coordination.
- Is designed to deal with claims for damages lodged with Council in writing and on the prescribed form.
- Differs from the general claims process to the extent that claims cannot be taken verbally or via phone due to the need for accurate recording of all information and verification of the veracity of that information in a claimant's declaration.

2. Scope

The scope of this policy and accompanying procedure is to ensure that there is a consistent approach for Isaac Regional Council staff across the region, when dealing with and investigating claims for damages.

3. Definitions

Term	Meaning
Claimant	A person making a claim on IRC
Customer Service Officer (CSO)	Employee of IRC designated to customer service.
Investigation Officer	Employee of IRC designated to conduct investigation of claims.
InfoXpert	IRC's records management program
IRC	Isaac Regional Council
Records Officer (IMO)	Employee of IRC designated to conduct Records Management duties
Risk Officer	Employee of IRC designated to conduct Risk and Insurance Claims Management
Review Officer	Director Corporate Governance and Financial Services or other employee delegated by the Chief Executive Officer
Supervisor	Employee of IRC holding a supervisory role with Council
Technical Services Officer	Employee of IRC's Planning Environment and Community Services Directorate

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Term	Meaning
Workplace Health & Safety Officer	Employee of IRC qualified to hold that position and designated to conduct those duties

4. Policy Statement

The Senior Manager - Governance and Corporate Services is responsible for communicating, implementing and providing training and guidance to staff members to undertake this procedure. The Director – Corporate Governance and Financial Services is responsible for handling matters where the decision of the outcome of the claim is disputed by the claimant.

When undertaking investigations into claims for damages made against IRC, all IRC staff must follow the provisions of IRC's complaints handling process, and act according to IRC's policies.

IRC will only accept written claims lodged on the approved Claim for Damages Form. IRC undertakes to:

- Acknowledge a written claim within 5 working days
- Acknowledge an emailed claim within 3 working days
- Provide the claimant with a reference number for any further enquiry or follow up
- Thoroughly, impartially and professionally investigate the claim
- Resolve the claim within 60 working days

4.1 Notification of Intention to Claim

A claimant may notify IRC of their intention to lodge a claim by:

- Seeking advice at IRC reception and by contacting a Customer Service Officer or Insurance Officer
- Telephoning Customer Service on 1300 47 22 27
- Emailing Council at records@isaac.qld.gov.au
- Writing to Council at:
The Chief Executive Officer
Isaac Regional Council
P O Box 97 MORANBAH QLD 4744

4.2 Lodgment of Claims

The claimant may lodge a completed Claim for Damages Form in the following manner:

- In person at Council reception to a Customer Service Officer
- By mail to:
The Chief Executive Officer
Isaac Regional Council
P O Box 97 MORANBAH QLD 4744
- As an attachment to an email addressed to records@isaac.qld.gov.au

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4.3 Receipt of Claim

When the Claim for Damages Form is received, it is entered into InfoXpert together with any attachments and tasked to IRC Risk Officer via InfoXpert for investigation.

4.4 Investigation of Claim

The IRC Risk Officer will transcribe the information from the Claim for Damages Form, with the exception of the Claimant's personal details, to a Claims Investigation Report Form.

Allocate a claim number and enter the details to IRC's Claim Register.

The IRC Risk Officer will forward the Claim Investigation Report Form to a supervisor to undertake a:

- Site investigation
- Road/street/footpath surface inspection
- Machinery investigation
- Work practices investigation

The Supervisor will complete all of the investigation and may call on the Workplace Health and Safety Officer for assistance.

On completion of the Claim Investigation Report Form it will be forwarded to the Risk Officer for assessment.

4.5 Assessment of Claim

The Risk Officer will review the information and make a decision or may elect to assemble an assessment panel comprised of some or all of the following to assess the claim:

- Risk Officer
- Works Supervisor
- Manager Corporate Services
- Workplace Health and Safety Officer
- Technical Services Officer
- Any other officer considered necessary

4.6 Decision Making Process

To determine whether to accept or deny a claim the assessment panel may:

- Request extra reports from the investigating officers
- Obtain independent quotes for any repairs
- Obtain witness statements

If a claim is accepted, a "without prejudice" letter is drafted and sent to the claimant requesting the details of how compensation is to be made.

If the claim is rejected and liability denied a "without prejudice" letter is drafted and sent to the claimant.

This marks the end of the claim and investigation.

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4.7 Review of Decision

If the claimant is not happy with the decision and continues to request compensation, a review of the decision is to be undertaken in the following manner:

- The Director Corporate Governance and Financial Services is to act as review officer as per the IRC Complaint Handling Policy.
- The Claims Investigation Report Form and all information pertaining to the claim, is to be forwarded to the Director Corporate Governance and Financial Services for review.
- If the decision is overturned, the Director Corporate Governance and Financial Services advises the complainant of the decision in writing.

If the decision is upheld, the Director Corporate Governance and Financial Services will advise the complainant:

- Of the decision in writing
- That Isaac Regional Council has closed the matter
- Of details regarding how to contact the Office of the State Ombudsman, should the complainant wish to take the matter further

5. Roles and Responsibilities

5.1 Customer Service Officer

The Customer Service Officer receiving a complaint about damages by phone or at reception will record the following details:

- The time and date of the incident
- The location of the incident including, street name or road name and distance from town
- The type of hazard (e.g. pothole, object on road, loose gravel or stones on road, missing sign etc.)
- Assure the complainant that the matter will be investigated

If the complainant asks about the procedure for lodging a formal claim:

The Customer Service Officer provides the claimant with a Claim for Damages Form and advises that the form should be completed and submitted to Council via:

Isaac Regional Council PO Box 97
Moranbah Q 4744
Email: records@isaac.qld.gov.au
Fax (07) 49418666

The Claim for Damages Form must identify:

- Specifically what happened and where
- How the Council maybe responsible
- The compensation or remedy sought

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The Customer Service Officer advises the complainant that when the written claim is received, the matter will be fully investigated and they will be advised of the outcome.

The Customer Service Officer does not offer an opinion, admit liability or accept blame on Council's behalf.

The Customer Service Officer does not advise the complainant to get a quote to fix or repair any damage, as this can be taken as a tacit admission of fault and can create an expectation of compensation.

5.2 Records Officer

The Records Officer will register the Claim for Damages Form and any attachments into InfoXpert. The Records Officer will then task the claim to the Risk Officer and send original documents, so the claim can be investigated.

5.3 Risk Officer

The Risk Officer will be responsible for:

- Transcribing the information from the Claim for Damages Form to the Claims Investigation Report Form with the exception of the claimant's personal details
- Allocating a claim number and entering into Council's Claims Register
- Processing the Claims Investigation Report Form
- The timing of the investigation to comply with Council's Customer Service Charter and General Complaints Process
- Assembling an assessment panel on completion of the investigation
- Drafting the response to the claimant
- Forwarding a folder comprising all the case notes to the Director Corporate Governance and Financial Services when a review of the decision has been requested by the claimant

5.4 Investigation Officer

Will arrange inspection of:

- the incident site or damage
- the road/street/footpath surface condition
- any machinery involved
- any work practices involved

5.5 Review Officer

The review officer for the process will be the Director - Legal Governance. They will review the decision made by the assessment panel, and advise the claimant of the outcome, and any other avenues that may be available to the Claimant should the original decision be upheld.

The review of the decision by the Review Officer will finalise and close the case on behalf of IRC.

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6. References and Related Documents

- Local Government Act 2009
- Information Privacy Act 2009
- Acts Interpretation Act 1954
- Isaac Regional Council General Complaints Process - QA/Policies/293506/Rev2
- Isaac Regional Council Customer Service Charter

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INSURANCE

APPROVALS

GUIDELINE NUMBER	CORP-GDS-203	DOC. ID	4807050
DATE EFFECTIVE	Insert		
GUIDELINE OWNER:	Manager Financial Services		
APPROVED BY	Insert – Position titles		
POLICY REFERENCE NUMBER	N/A		

DRAFT

AIM

The purpose of this guideline is to outline Isaac Regional Councils (IRC) approach to:

- Document the types of insurances to be maintained by Council;
- Dealing with liability claims against Council and its subsidiaries in order to inform potential claimants and to provide direction to IRC Staff when processing claims ensuring claims are settled in a timely fashion;
- Reduce Council's exposure to prejudicing indemnity or to professional indemnity allegations arising out of mishandling of claims;
- The responsibility of staff to notify and supply information to the Insurance Officer in the event of a claim or circumstances that could give rise to a claim or to keep current existing insurance policies;
- The responsibility of staff to notify the Insurance Officer of changes to functions, activities or responsibilities previously disclosed to acquire an insurance policy;
- Provide as a minimum type the general policies and indemnity limits to be held by third parties undertaking business with Council or utilising our facilities.

This guideline should be read in conjunction with any related legislation, codes of practice, and relevant policies and procedures including:

- *Local Government Act 2009*
- *Local Government Regulations 2012*
- *Civil Liabilities Act 2003*
- *Insurance Contracts Act 1984*
- Isaac Regional Council Administrative Actions Complaints Policy
- Local Government Mutual Policy Scheme and Trust Deed
- Isaac Regional Council Insurance Policy Schedules and Wordings

SCOPE

This guideline is applicable to all elected representatives, employees and contractors and shall apply across all areas of Councils operations. Committees and volunteers engaged in the provision of Council services, or the management of Council facilities and assets, are also required to comply with this guideline.

ROLES & RESPONSIBILITIES

The role(s) responsible for approving, implementing, complying with, monitoring, evaluating and reviewing, and providing advice on the guideline should be listed.

Role Title

- Summarise responsibility in dot point

DEFINITIONS

TERM / ACRONYM	MEANING
Claim	Shall mean any writ, summons, application, third party proceeding or other originating legal or similar process including any written demand communicated to IRC.
Council	Shall mean the Mayor and Councillors of Isaac Regional Council.
Duty of Care	Shall mean the responsibility or legal obligation of a person or organisation to take reasonable care to avoid foreseeable acts or omissions to be likely to cause harm to others. It is the first element that must be established to proceed with an action in negligence.
IRC	Isaac Regional Council
Personal Injuries	Shall mean bodily injury, death, sickness, disease, disability, shock, fright, mental anguish and mental injury.
Property Damage	Shall mean damage, loss or loss of use of tangible property.
Public Liability	Shall mean claims alleging negligent acts or omissions created or allowed to occur by IRC, which may cause third party injury, loss or damage.
Public Liability Plant Claims	Shall mean claims that result when an IRC operated mower, whipper-snipper, slasher and/or IRC plant has caused damage to third party property.
Service Providers/Suppliers	Shall mean any business, sporting or fitness groups, event organiser, stall holder or any other services provider/stakeholder that wishes to undertake business or hire/use Council facilities.

GUIDELINE

This guideline has been developed to provide guidance to elected representatives, employees, contractors, volunteers and committees to understand:

- The types of insurances held by Council;
- Councils internal claim management processes to ensure insurance coverage;
- How Council manages liability claims made against Council;

- The insurance requirements of third parties wishing to participate in business activities with Council or hire of Council facilities.

Insurance Policies held by Council

Council is a member of the Queensland Local Government Mutual Service (LGMS). The LGMS incorporates 3 self-insurance schemes, namely LGM Liability, LGM Assets and LGW Workcare.

As a result of joining the LGMS pool, Council does not regularly tender for the provision of insurance services. Rather, periodic testing will be undertaken by Council's Insurance Officer to ensure current policies held are the best value for money.

Upon renewal each year, Council's Insurance Officer instructs its insurance broker to obtain the necessary quotes (based on information supplied by the relevant department) and renew its insurance policies to ensure that appropriate risk exposure is managed and the necessary coverage for the following types of insurance is maintained:

Liability Policies

- Public, Products and Professional Indemnity
- Councillors and Officers Liability
- Casual Hirers Liability
- Employment Practices Liability
- Airport Owners and Operators Liability
- Cyber Liability
- Pontoon Liability
- Environmental Liability

Asset Policies

- Industrial Special Risk
- Motor Vehicle Insurance
- Machinery Breakdown Policy
- Group Personal Accident
- Volunteer Workers
- Business Travel
- Marine Hull & Liability
- Inland Transit Insurance

- Landlords Policies

When requested by the Insurance Officer; staff are required to provide information in the manner and format requested to enable renewal of Councils policies. Failure of staff to supply the requested information, may result in the broker being unable to negotiate the required level of coverage or be able to supply Council with renewal terms.

Where notification of a new insurable risk has been provided to the Insurance Officer, the relevant department/s will provide information in the manner and format requested by the Insurance Officer so that a quote and terms can be obtained for Councils consideration. A decision will then be made by the Audit and Risk Committee/Manager Financial Services as to whether the policy is required based on the nature of insurable risk and the likelihood of the occurrence. Once authority has been provided, the Insurance Officer will instruct the broker to proceed with coverage and payment of policy will be arranged in due course.

In the event a policy is no longer required as instructed by senior management, the Insurance Officer will cancel the relevant policy and obtain a refund from the broker (if applicable).

NOTICE OF CLAIMS OR CIRCUMSTANCES THAT COULD GIVE RISE TO A CLAIM

In accordance with Councils disclosure requirements, notice in writing must be provided to the Insurance Officer of:

- any occurrence, circumstance, claim, writ, summons or proceedings or of any impending prosecution or inquest, or knowledge of any occurrence or circumstance which may subsequently give rise to a claim covered by the relevant insurance policy, irrespective of the quantum of such claim as soon as practicable; and
- Such notice shall be given by the IRC Staff member whose knowledge shall be deemed to include the knowledge of any person whose knowledge would in law be that of Council.

INTERNAL CLAIMS/NOTIFICATION ONLY PROCESS

- The Insurance Officer will be notified of a claim or circumstances that could give rise to a claim by any IRC staff member or member of the public as soon as reasonably possible.
- The reporting IRC staff member, or responsible IRC officer is to supply all information requested by the Insurance Officer to enable a claim form to be completed or notification of the matter to be provided to the broker.
- All IRC claims are managed in the first instance by Councils Insurance Officer, however where a claim is complex in nature, Councils Insurance Officer may refer the file to the relevant department to liaise directly with the claim's consultant. Councils Insurance Officer must be notified of claim progress to ensure the matter is progressing and to comply with audit and risk reporting.

When requested, the following information is to be supplied to Councils Insurance Officer to enable a claim:

1. Information to complete a Notification Form or Claim Form (as well as all supporting documentation requested on the claim form);

2. Responses to questions provided by the Insurance Officer relevant to the claim;
3. Written claim (letter of demand or court proceedings);
4. Quotation for repair or replacement, include investigative report provided by third party.
5. Report by Council's Investigating Officer;
6. Relevant photographs, plans, sketches etc;
7. Any other supporting documentation relevant to the matter.

The claim and all supporting documentation supplied by the third party/IRC staff member will be lodged by the Insurance Officer. Councils Insurance Officer will then liaise with the relevant officer/department to achieve settlement of the claim.

Admissions Must Not be Made

IRC Staff must not make any admission, offer, promise or indemnity in respect of a claim or potential claim without the written consent of its broker and insurers.

THIRD PARTY INSURANCE REQUIREMENTS

Suppliers of goods and services wishing to undertake business with Council, or parties wishing to use Council land or assets, will be required to hold and maintain (with an insurer listed in the Australian Prudential Regulatory Authority's Register of General Insurers and Authorised Non-Operating Holding Companies (NOHC's), pursuant to section 122 of the Insurance Act 1973) for the duration of the term as a minimum:

- Public Liability insurance of at least \$20,000,000 for any one claim
- Products Liability insurance of at least \$10,000,000 for any one claim
- Professional Indemnity insurance of at least \$10,000,000 for any one claim
- Motor Vehicle indemnity Insurance of at least \$30,000,000 for any one claim
- Workers Compensation Insurance, as required by law.

All suppliers and other such parties mentioned above must obtain insurance that lists the Council as a "joint insured" or "co-insured" party on the insured policy as required by Council. It is not sufficient for the Council to be only listed as an "interested party" or "noted on the policy" as the level of cover afforded to the Council is inadequate.

The insurance policy must not contain provisions unacceptable to the Council.

Council may at its discretion, alternately provide its own Principal Controlled Insurance Coverage for those projects or activities where it is determined that providing such coverage is more economical and will control the level of risk exposure associated with the activity.

The insurance requirement detailed in this policy may only be amended by the CEO or his/her delegate in their sole discretion having consideration to such factors as the level of risk exposure in the specific circumstance, value of goods or services to be provided and the duration of the term.

CASUAL HIRERS LIABILITY

IRC receives numerous inquiries from the general public and community organisations to confirm whether they can be covered under Councils Public Liability Policy.

IRC Public Liability Insurance covers IRC activities and does not extend to cover third parties (i.e. members of the community, community organisations, sporting groups and community events etc). The only exception being that individuals may utilise Councils Casual Hirer's Liability. The cover is restricted to hirers who can be described as non-commercial, not incorporated and irregular users of Council facilities. Casual hirers are further defined as third parties who hire Council facilities for no more than a total of 10 days over a 12 month period. No cover is provided for incorporated bodies, sporting clubs or associations of any kind.

LIABILITY CLAIMS

Third party property claims should be forwarded to Council by completing a "Notice of Incident – Claim Form Property Damage/Loss" or "Notice of Incident Claim Form – Vehicle Damage/Loss" Form. Council will only consider a claim form that has been fully completed, signed by the claimant and submitted to Council with all supporting documentation within 10 business days of the alleged incident. An exception to this time frame may be granted only in exceptional circumstances as assessed and approved by the Manager Financial Services.

Claims will only be approved if it is proven that IRC has been negligent in its operations.

All personal injury claims are required to be lodged with IRC in writing within a reasonable time frame; confirming, how and why Council is responsible for the injury suffered. The claim will then be considered on a "without prejudice" basis. To assist IRC in assessing and investigating a claim, photographs of the area alleged to have caused injury, location map, medical reports and any other supporting documentation is to be submitted to Council.

IRC Staff must not make any admission, offer, promise or indemnity in respect of a claim or potential claim without the written consent of its broker and insurers.

These claims are notifiable under the terms and conditions of IRC's liability insurance cover.

GUIDING PRINCIPLES

Liability claims received by IRC will be considered on a "Without Prejudice" basis, investigated and a decision made on those findings within a reasonable timeframe.

IRC is not automatically liable for any perceived damage, loss or injury. It must be proven that IRC has been negligent in its duty.

Payment of compensation may be considered for third party personal injury or property damage if it is established that the injury loss or damage was as a result of Councils negligence.

In order to establish whether IRC is negligent, an investigation will be conducted that will take into account various factors, including but not limited to:

- Circumstance around the injury, loss or damage;
- Claimants statement/s;
- IRC Records;
- Statements by employees.

IRC will assess most claims internally, however in some circumstances, IRC has the discretion to refer the claim to its insurers for investigation and response.

Actions required to ensure compliance

Reporting to Audit and Risk Committee at each committee meeting.

LEGISLATIONS AND RELATED GUIDELINES

- *Local Government Act 2009*
- *Local Government Regulations 2012*
- *Civil Liabilities Act 2003*
- *Information Privacy Act 2009*
- Local Government Mutual Policy Scheme and Trust Deed

REFERENCES AND RELATED DOCUMENTS

ID	NAME
PECS-039	Public Liability Insurance Requirements for Hire of Council Facilities Policy
CGFS-117	Administrative Actions Complaints Policy
FS-007	Notice of Incident – Claim Form – Property Damage/Loss
FS-027	Notice of Incident – Claim Form – Vehicle Damage /Loss

MEETING DETAILS	Corporate, Governance and Financial Services
	Standing Committee
	Tuesday 10 August 2021

AUTHOR	Michael Krulic
AUTHOR POSITION	Manager Financial Services

5.7 POLICY UPDATE – COMPETITIVE NEUTRALITY COMPLAINTS POLICY

EXECUTIVE SUMMARY

This report seeks Council's consideration on amendments and updates to the Competitive Neutrality Complaints Policy.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Repeal the Competitive Neutrality Policy (CGFS-113).***
2. ***Adopt the Competitive Neutrality Complaints Policy (CORP-POL-127)***

BACKGROUND

Management are continuing to review their policies, in line with the Corporate Policy Framework, to ensure they are up to date, meet compliance and best practice principles and assist in sound decision making.

A review of the Competitive Neutrality Complaints Policy has been undertaken and significant working enhancements have been actioned to improve the readability and intent of the Policy.

This Policy has been reviewed and endorsed by the Executive Leadership Team (ELT) on Monday 2 August 2021. Noting that the Policy is a legislative requirement, ELT have endorsed the Policy, however, it is a requirement for Council to adopt the policy in accordance with relevant Acts and Regulations.

IMPLICATIONS

Legislation/Best Practice

Ensure that Council's Policies are up to date, meet best practice principles and forms the basis of sound decision making in the future.

CONSULTATION

- Executive Leadership Team
- Manager Governance and Corporate Services
- Senior Governance Officer

BASIS FOR RECOMMENDATION

Implementation of the policy aligns with Corporate Policy Framework and values of continuous improvement.

ACTION ACCOUNTABILITY

The Manager Governance and Corporate Services will ensure the Corporate Policy Register is updated, including IRIS and the website.

KEY MESSAGES

The policy provides a guide to best practice activities in Council operations.

Demonstrates Council's commitment to continuous improvement and transparency.

Report Prepared By: MICHAEL KRULIC Manager Financial Services Date: 30 July 2021	Report Authorised By: DARREN FETTEL Director Corporate, Governance and Financial Services Date: 3 August 2021
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ATTACHMENTS

- Attachment 1 – Competitive Neutrality Complaints Policy (CORP-POL-127)

REFERENCE DOCUMENT

- Corporate Policy Framework

COMPETITIVE NEUTRALITY COMPLAINTS

APPROVALS

POLICY NUMBER	CORP-POL-127	DOC.ID	Insert
CATEGORY	Statutory		
POLICY OWNER	Manager Governance & Corporate Financial Services		
APPROVAL DATE	Insert	RESOLUTION NUMBER	Insert

OBJECTIVE

To provide a process for resolving competitive neutrality complaints in accordance with provisions of the *Local Government Act 2009* and *Local Government Regulation 2012*.

To ensure IRC business activities are accountable and transparent for financing, pricing and other business decisions, as well as identifying the true cost of service provision to the community.,

SCOPE

The procedure applies to complaints regarding business activities undertaken by IRC where someone has claimed to be adversely affected by a competitive advantage allegedly enjoyed by IRC.

An affected person must:

- compete with IRC in relation to the business activity and claim to be adversely affected by a competitive advantage that is allegedly enjoyed by IRC; or
- want to compete with IRC in relation to the business activity and claim to be hindered from doing so by a competitive advantage that is allegedly enjoyed by IRC.

Complaints about other IRC related matters are dealt with under the Administrative Action Complaints policy.

DEFINITIONS

TERM / ACRONYM

MEANING

Business Activity

Business activity of local government means trading in goods and services by the local government.

Competitive Neutrality

Defined in the Local Government Act 2009 as a principle that an entity which is conducting a business activity in competition with the private sector should not enjoy a net advantage over competitors only because the entity is in the public sector.

Competitive Neutrality Complaint

Is a complaint that:

- Relates to failure of a local government to conduct a business activity in accordance with the competitive neutrality principle.
- Is made by an affected person.

IRC

Isaac Regional Council.

NCP

National Competition Policy.

POLICY STATEMENT

IRC supports the principles of competitive neutrality by ensuring that IRC business operates without any net competitive advantages over other businesses as a result of the public ownership.

Where IRC completes in the marketplace it will always do so on the basis that it does not use its public position to gain an unfair advantage over a private sector competitor.

POLICY

IRC will receive and deal with any competitive neutrality complaints quickly and in accordance with policy guidelines.

Relevant information will be provided to a complainant to facilitate a complete understanding of competition policy. The operation of a IRC business activity will be investigated and reviewed if a legitimate complaint is made, in accordance with the IRC complaints process.

A change will be made to a IRC business practice if a complaint is substantiated.

PROCEDURE

Early Resolution

Anyone considering making a competitive neutrality complaint is encouraged to meet with IRC representatives to allow the person to explain their concerns and enable IRC to clarify and, if possible, resolve the matter before the complainant makes a formal complaint to the Queensland Competition Authority (QCA).

Facilitating the Complaint

Council will appointing a review officer or officers as per this Policy and/or under the power delegated to the Chief Executive Officer to appoint review officer/s.

- Acknowledging the receipt of the concerns in writing and referring the person expressing those concerns to the review officer.
- The review officer will establish the facts related to the concerns expressed by the complainant. Investigation of the matter may involve meeting with the complainant, collecting data and holding further meetings.
- The review officer will develop a proposed response to the concerns and within a reasonable time seek the complainant's views on the proposed response.
- The Chief Executive Officer shall make the response or shall direct the review officer to make a response to the complainant.
- The review officer will document and record the complaint and the resulting decision and recommendation.

IRC will assist any person wanting to make a complaint by providing them with information about the steps that must be taken, including the need for the complainant to provide the following:

- details of the business activity's alleged failure to comply with the competitive neutrality principle;
- information that shows the person is or may be in competition with IRC's business entity;
- information that shows how the person is or may be adversely affected by the business entity's alleged failure; and
- information that shows that the person has made a genuine attempt to resolve the complaint directly with IRC.

Making a Complaint

Complaints must be made in writing and can be addressed to either:

- the Chief Executive Officer - by post or email to records@isaac.qld.gov.au; or
- CEO Queensland Competition Authority, GPO Box 2257, Brisbane.QLD 4001.

Complaints must contain details of the alleged breach of competitive neutrality, as well as details of the attempt to resolve the complaint with IRC. Any complaints addressed to IRC will be referred to the QCA as soon as practicable.

Publication of QCA Reports

If the QCA provides a report to IRC about an investigation into a competitive neutrality complaint, a copy of the report will be made available for public inspection at IRC's administration centre as soon as practicable.

Consideration of QCA Reports

IRC will consider any report provided by the QCA within 30 days of receiving it and will decide by resolution at the following IRC meeting whether to implement the authority's recommendation, stating the reasons for the decision.

Within 7 days of making the resolution, IRC will give notice of its decision to the complainant and the QCA.

Register of Business Activities

IRC maintains a register of its business activities. The register includes:

- the business activities to which the competitive neutrality principle has been applied and the date it was applied;
- the business activities to which the code of competitive conduct applies and the date the code was applied; and
- a list of current investigative notices for competitive neutrality complaints and the business activities to which they relate, and IRC's responses to the recommendations made by the QCA in relation to the complaints.

RESPONSIBILITY

The Chief Executive Officer, Director Corporate, Governance & Financial Services, the Manager Financial Services and/or the Chief Executive Officer delegate are responsible for coordinating any internal investigation arising from a complaint.

The Manager Financial Services will maintain a register of complaints and report any relevant information/disclosures to the Queensland Competition Authority.

IRC COMPETITIVE NEUTRALITY COMPLIANCE PROCEDURE

Affected persons may raise concerns about the alleged failure of Council's business activities to comply with the relevant competitive neutrality principles apart of a structured procedure to clarify and if possible, resolve these concerns as follows:

- Appointing a review officer or officers under the power delegated to the Chief Executive Officer to appoint review officers.
- Acknowledging the receipt of the concerns in writing and referring the person expressing these concerns to the review officer.
- The review officer will establish the facts related to the concerns expressed by the complainant. Investigation of the matter may involve meeting with the complainant, collecting data and holding further meetings.
- The review officer will develop a proposed response to the concerns and within a reasonable time seek the complainant's views on the proposed response.
- The Chief Executive Officer shall make the response or shall direct the review officer to make a response to the complainant.

The review officer will document and record the complaint and the resulting decision and recommendation

OUTPUTS COUNCIL'S FULL COST PRICING MODEL

The full cost pricing model adopted by Council involves setting prices on a commercial basis. It is founded on the principle that the price charged or the provision of a good or service should recover sufficient revenue to cover the costs of production, the funds to replace assets as they are consumed, and the achievement of a reasonable rate of return.

Whilst a full cost pricing model has been utilised for the annual determination of cost recovery levels for Council's significant business activities, an appropriate long-term financial sustainability model will be developed/maintained. This enables the identification of ongoing investment requirements, helping to inform capital funding decisions and borrowing programs, as well as assisting in the development of longer-term price paths and revenue strategies for the business and compliance with the full cost pricing principles, in accordance with legislative requirements.

ACKNOWLEDGEMENT

Bundaberg Regional Council, Queensland

LEGISLATIONS AND RELATED GUIDELINES

- *Local Government Act 2009*
- *Local Government Regulation 2012*

DRAFT

MEETING DETAILS

Corporate, Governance and Financial Services

Standing Committee

Tuesday 10 August 2021

AUTHOR

Michael Krulic

AUTHOR POSITION

Manager Financial Services

5.8

POLICY UPDATE – RATES CONCESSION – NOT FOR PROFIT POLICY

EXECUTIVE SUMMARY

This report seeks Council's consideration on amendments and updates to the Rates Concession – Not for Profit Policy.

OFFICER'S RECOMMENDATION

That the Committee recommends to Council:

1. ***Adopt the updated Rates Concession – Not for Profit Policy (CORP-POL-025).***

BACKGROUND

Management are continuing to review their policies, in line with the Corporate Policy Framework, to ensure they are up to date, meet compliance and best practice principles and assist in sound decision making.

A review of the Rates Concession – Not for Profit Policy has been undertaken and significant working enhancements have been actioned to improve the readability and intent of the Policy.

This Policy has been reviewed and endorsed by the Executive Leadership Team (ELT) on Monday 2 August 2021. The purpose of the Policy is to keep concessions consistent across Council. However, and as per section 122 of the *Local Government Regulation 2012*, Council may grant a concession to a stated ratepayer only by a resolution. Therefore, acknowledging that ELT have endorsed, it is a requirement for Council to adopt the policy in accordance with relevant Acts and Regulations.

The Policy was adopted and came into effect on 1 July 2018. The Policy itself and concessions were the result of several workshops with Council, which considered many scenarios. It is timely to consider/review the concession applicable to rates and their appropriateness. The author considers the current concessions are still adequate and suitable, noting that there are other mechanisms that organisations can utilise, such as the Hardship Policy.

IMPLICATIONS

Legislation/Best Practice

Ensure that Council's Policies are up to date, meet best practice principles and forms the basis of sound decision making in the future.

CONSULTATION

- Executive Leadership Team
- Manager Governance and Corporate Services
- Senior Governance Officer
- Finance Officers

BASIS FOR RECOMMENDATION

Implementation of the policy aligns with Corporate Policy Framework and values of continuous improvement.

ACTION ACCOUNTABILITY

The Manager Governance and Corporate Services will ensure the Corporate Policy Register is updated, including IRIS and the website.

KEY MESSAGES

The policy provides a guide to best practice activities in Council operations.

Demonstrates Council's commitment to continuous improvement and transparency.

Report Prepared By:

MICHAEL KRULIC
Manager Financial Services

Date: 30 July 2021

Report Authorised By:

DARREN FETTELL
Director Corporate, Governance and Financial Services

Date: 3 August 2021

ATTACHMENTS

- Attachment 1 – Rates Concession – Not for Profit Policy (CORP-POL-025) – as endorsed by ELT on 2 August 2021.

REFERENCE DOCUMENT

- Corporate Policy Framework

RATES CONCESSION – NOT FOR PROFIT

APPROVALS

POLICY NUMBER	CORP-POL-025	DOC.ID	4696777
CATEGORY	Community		
POLICY OWNER	Financial Services		
APPROVAL DATE	Insert	RESOLUTION NUMBER	Insert

DRAFT

OBJECTIVE

To provide financial assistance to Community Organisations, that provide a benefit to the community, using the rate exemption provision under Section 93(3)(i) of the Local Government Act 2009 and to consistently apply this provision of the Local Government Act 2009 when determining eligibility for rate concession for community organisations.

SCOPE

This policy applies to Community Organisations that operate within the IRC local government area, seeking rebates and concessions for rates and/or charges that satisfy the Criteria in the Policy Statement in this Policy.

DEFINITIONS

TERM / ACRONYM

MEANING

Authorised IRC Officer

Manager Financial Services.

Charitable Purposes

Land that is used on a non-profit basis for purposes relating to:-

- Education; or
- Assistance to the ill or infirmed; or
- Assistance to the poor; or
- Other purposes of benefit to the community generally.

Community Organisation

A non-profit organisation, for this Policy, refers to not-for-profit community, recreation or sporting bodies/associations and organisations that operate under NFP principles. These include, but not limited to Returned Servicemen, community service organisations, not-for Profit/Charitable Organisations, scouts/guides, Arts/Culture Community Organisations etc.

IRC/Council

Isaac Regional Council.

Not-for-profit (NFP)

A not-for-profit (NFP) organisation does not operate for the profit or gain of its owners or individual members, whether these gains would have been direct or indirect, with any profits made used to carry out its purposes. This applies both while the organisation is operating and when it winds up.

(This definition is consistent with the definition used by the Australian Taxation Office.)

POLICY STATEMENT

CRITERIA

IRC will consider applications from not-for-profit organisations subject to the following criteria:

- The organisation must be a not-for-profit community based organisation.
- The organisation must be an Incorporated Association or a registered not-for-profit organisation, registered with the Australian Tax Office.
- The organisation must be the owner or lessee of the land and be able to demonstrate that it is responsible for payment of the rates levied.
- The organisation must have no overdue rates and charges, without having made some commitment/arrangement to pay.
- The land, or any part of the land, must not be rented or leased to a third party.
- The property must not be used for a residential purpose unless utilised for short-term accommodation for homeless and at risk persons or for an aged care facility or residence as part of the leased area (e.g. approved caretaker).
- The property must not be subject to a general rate exclusion, waiver or concession by virtue of a condition contained in a lease of a reserve from IRC.
- The property must not be exempted from general rates subject to a specific exemption by virtue of section 93(3) of the *Local Government Act 2009* and/or section 73 of the *Local Government Regulation 2012*. Where the discretion to exempt a property from general rates vests in IRC, either under *the Local Government Act 2009* or within the conditions attached to an IRC lease, the ratepayer may opt to forego this exemption and take advantage of the conditions of this policy.
- Is not in conflict or providing further mechanisms for concessions that are already clearly identified in legislation or receive ample subsidies by state and federal governments; for example childcare centres, aged care facilities.

LEVEL OF RELIEF

All applications must be in writing and must be supported by a copy of the organisation's most recent financial statement (no more than 12 months old), along with the organisation's Australian Charities and Not-for-profit registration and/or registration as an association of charity with the Queensland Office of Fair Trading

Levels of relief will be as per the categorisation of each individual Community Organisations.

IRC may, by resolution, approve remissions at a different remission level.

If a not-for-profit organisation does not meet one of the categories, it is considered commercial in nature and is exempt from a concession under this Policy. Other mechanisms for claiming hardship or exemptions may be available.

AMOUNT OF REBATE BY CATEGORY OF NOT-FOR-PROFIT ORGANISATION

The following identifies where Community Organisations have been categorised and the percentage of rates concessions they are to receive, whilst concession is active:

DESCRIPTION	CATEGORY CODE	GENERAL RATE CONCESSION %	WATER ACCESS CONCESSION %	WASTEWATER ACCESS CONCESSION %	WATER CONSUMPTION CONCESSION^		
					TIER 1	TIER 2	TIER 3
Community organisation who do not operate gaming machines or trades regularly with a liquor licence (i.e. in a commercial manner) or other activities (kitchen/dining options)	Category A	100%	100%	100%	80%	50%	20%
	Category A1*	Same as A			100%	80%	50%
Community organisation who: — hold gaming machine licence or permit issued from the OLGR and operate 10 or less gaming machines; and — does not trade regularly with a liquor licence (i.e. in a commercial manner) or other activities (kitchen / dining options)	Category B	50%	50%	50%	80%	50%	25%
	Category B1*	Same as B			90%	70%	40%
Community organisation who: — hold gaming machine licence or permit issued from the OLGR and operate 11 to 20 gaming machines; and / or — trades regularly with a liquor licence (i.e. in a commercial manner) or other activities (kitchen / dining options)	Category C	50%	0%	0%	50%	20%	0%

Conditions

- *Community Groups who rely on water usage for the following reasons, and can provide appropriate evidence, can apply for further water consumption concessions:

- Dust control;
- Acceptable aesthetic functional reasons; and/or
- Critical to maintain sporting grounds/greens (for use).
- Community Organisations must demonstrate they are ensuring a sustainable approach to their operations to receive concessions
- IRC will not pay concessions on water charges to water users whilst they are supplied with non-potable water (i.e. recycled water/treated effluent, waste or untreated water) at reduced rates under a separate water supply agreement.
- No concessions will apply to the Emergency Management Levy or Rural Fire Services Levy
- IRC will review the rates of concessions and list of eligible organisations at least annually or as required.
- Council may require eligible organisations to develop and implement a Water Conservation Management Plan (template supplied by Council)
 - Council will supply a Recycled Water User Agreement to all authorised users to ensure the efficient and/or safe use of Recycled water.
- Concessions do not apply to new applications/connections, these will be subject to a special application by the not-for-profit organisation for ongoing concession
- Community Groups that hold Community Liquor Permits or Restricted Liquor Permits or are exempt from requiring either Permits as per the OLGR self-assessment, are not considered to trade regularly with a liquor licence (i.e. game days, seasonal licences, one-off events) and therefore still eligible for a rates concession.

PROCEDURE CRITERIA - APPLYING FOR RATES CONCESSIONS

Applications will only be accepted on the form 'Application for Rates Concession – Not for Profit Organisation'. The form must be completed by the applicant in its entirety and must be supported by information sufficient to allow the application to be fully assessed (including a copy of the community organisation's constitution).

Council, or its delegate, will have regard to the following elements when considering applications for rate exemption:

- Meeting of one or more of the Criteria.
- The extent of financial activity and position evidenced by audited (or similar) financial statements as required at the discretion of the authorised IRC Officer;
- Any other relevant material which will assist in the application/assessment process as required by the authorised IRC Officer.

Upon approval of the Rates Concession, the not-for-profit organisation will be placed on the Rates Concessions for Not-For-Profit Organisations Register,

The rate exemption will take effect from the beginning of the financial year rating period in which the ratepayer applied for rate exemption under this Policy.

Authority in respect of this Policy is delegated to the Chief Executive Officer. The IRC, or their delegate, will have regard to the following elements when considering applications for rate exemption:

- Extent of financial activity and position evidenced by audit (or similar) financial statements as required at the discretion of the Authorised IRC Officer and Delegate.
- Any other relevant material which will assist in the application/assessment process as required by the delegated officer.

LEGISLATIONS AND RELATED GUIDELINES

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Water Supply (Safety and Reliability) Act 2008*

REFERENCES

ID	NAME
CORP-POL-028	Revenue Policy
IRC/ADMIN-034	Tenures Policy for Council Owned and or Controlled Facilities
	Isaac Regional IRC Revenue Statement
CORP-POL-118	Exceptional Circumstances Policy
	Rates Concession Procedure – Finance Branch
CORP-FRM-084	Application for Rates Concession – Not for Profit Organisation form
WW-FRM-227	Recycled Water Customer Agreement Form

MEETING DETAILS

Corporate, Governance and Financial Services

Standing Committee

Tuesday 10 August 2021

AUTHOR

Rebecca Molineaux

AUTHOR POSITION

Manager People and Performance

5.9 WOMEN IN LOCAL GOVERNMENT ADVISORY COMMITTEE MEETING MINUTES – TUESDAY 27 JULY 2021

EXECUTIVE SUMMARY

The purpose of this report is to present to Council the minutes of the Women in Local Government Advisory Committee meeting held on Tuesday 27 July 2021 and to seek endorsement of the proposed actions from the Committee meeting.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receive and note the minutes from the Women in Local Government Advisory Committee Meeting held on Tuesday 27 July 2021.*
- 2. Appoint a small working group of Ms Rebecca Molineaux, Ms Liza Perrett and Ms Fiona Branch to make further refinements to the draft policy as discussed by the Women in Local Government Advisory Committee for endorsement at the next Women in Local Government Advisory Committee meeting.*
- 3. Receive and note the Ending Domestic and Family Violence Report.*
- 4. Endorses Recommendation 1 – Endorse the Launch of Isaac Regional Council's commitment to end domestic violence with the unveiling of the Pledge and Introducing the Training Framework*
- 5. Endorses Recommendation 2 – Isaac Regional Council take the pledge to work toward a Queensland where everyone is equal and free from violence*
- 6. Endorses Recommendation 3 – Commit to Isaac Regional Council participating in the Domestic and Family Violence Prevention Month each May*
- 7. Endorses Recommendation 4 – Develop and Implement a Training Framework targeted towards ending Domestic and Family Violence*
- 8. Endorses Recommendation 5 – Investigate partnership opportunities to directly support Domestic and Family Violence affected employees*
- 9. Endorses Recommendation 6 – Ensure information and resources are readily available to anyone experiencing Domestic and Family Violence, including the Domestic Violence Policy, Flexible Work Arrangements Policy and the Employee Assistance Program via internal and external platforms*

-
- 10. Receive and note the schedule of events for 2021/2022**
 - 11. Approve a minimum of two (2) scheduled events and/or training opportunities for 2021/2022**
 - 12. Receive and note the Local Government Professionals Australia and Australian Government Gender Balance Target – for Senior Leadership in Local Government Toolkit**
 - 13. Endorse a working group of Cr Vic Coleman, Ms Rebecca Molineaux and Ms Karen O'Connor to review the draft Workplan for Women in Local Government Advisory Committee which will be workshopped with the Committee by 30 September 2021.**

BACKGROUND

The overall purpose of the Women in Local Government Advisory Committee (WILGAC) is to provide advice to Council in relation to the implementation of the recommendations of the Women in Local Government Working Group (WILGWG) adopted by Council on 26 June 2018 (Resolution No. 5439).

Central to these recommendations is the National Framework for Women in Local Government and the Statement of Commitment;

“We will work towards increasing the representation of women in Local Government, both as elected members and as senior managers and professionals. We will undertake ongoing reviews of policies and practices to remove barriers to women’s participation and engender safe, supportive working and decision-making environments that encourage and value a wide range of views.”

A meeting of the Women in Local Government Advisory Committee was held on Tuesday 27 July 2021.

The meeting gave the opportunity for the Committee to review its focus for the next iteration of this Advisory Committee.

The following highlight the key focus of discussion:

- Review of the current IRC Domestic Violence Policy
- Review of a Domestic Violence Strategy
- Review of Conference and Educational Opportunities for IRC employees
- Commitment to developing a workplan to continue to respond to opportunities to improve gender/diversity balance within Isaac Regional Council.

IMPLICATIONS

The WILGAC does not have a decision-making role but will be a primary advisor for Council decision making. The WILGAC reports directly to Council, via the Corporate Governance and Financial Services Standing Committee.

With the agreement of Chief Executive Officer, from time to time WILGAC meetings may identify administrative actions to be undertaken under the authority of the Chief Executive Officer to assist in its performance and in the attainment of its objectives.

CONSULTATION

Women in Local Government Advisory Committee Members

BASIS FOR RECOMMENDATION

The Women in Local Government Advisory Committee has an advisory role assisting the Council in fulfilling its statutory duty.

ACTION ACCOUNTABILITY

- Manager People and Performance ensure the minutes are uploaded onto IRIS and distributed to committee members for action of agenda items.

KEY MESSAGES

The key issues/priorities/actions for the WILGAC (as adopted by Council) include:

- Participate in/inform high level decision making processes.

Report prepared by:

REBECCA MOLINEAUX

Manager People and Performance

Date: 30 July 2021

Report authorised by:

JEFF STEWART-HARRIS

Chief Executive Officer

Date: 5 August 2021

ATTACHMENTS

- Attachment 1 - Unconfirmed Minutes - WILG Advisory Committee Meeting - Tuesday 27 July 2021
- Attachment 2 – Ending Domestic and Family Violence Report
- Attachment 3 – Schedule of events for 2021/2022
- Attachment 4 – Local Government Professionals Australia and Australian Government Gender Balance Target – for Senior Leadership in Local Government Toolkit

REFERENCE DOCUMENT

- Nil

Unconfirmed Minutes

WOMEN IN LOCAL GOVERNMENT ADVISORY COMMITTEE MEETING OF ISAAC REGIONAL COUNCIL

HELD ON
TUESDAY, 27 JULY 2021
COMMENCING AT 2.00PM
ISAAC REGIONAL COUNCIL,
COUNCIL CHAMBERS, MORANBAH



MEETING MINUTES

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
WOMEN IN LOCAL GOVERNMENT ADVISORY COMMITTEE MEETING
HELD IN ISAAC REGIONAL COUNCIL, COUNCIL CHAMBERS, MORANBAH
ON TUESDAY 27 JULY 2021

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MEETING MINUTES

ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE

WOMEN IN LOCAL GOVERNMENT ADVISORY COMMITTEE MEETING

HELD IN ISAAC REGIONAL COUNCIL, COUNCIL CHAMBERS, MORANBAH

ON TUESDAY 27 JULY 2021 COMMENCING AT 2.00PM

ATTENDANCE

Mayor Anne Baker (Chair)
Cr Sandy Moffat, Division Two (*by Video Conference*)
Cr Viv Coleman, Division Eight (*by Video Conference*)
Mr Jeff Stewart-Harris, Chief Executive Officer
Ms Rebecca Molineaux, Manager People and Performance
Ms Liza Perrett, Manager Governance and Corporate Services
Ms Karen O'Connor, Waste Management Officer (*by Video Conference*)
Mrs Fiona Branch, Senior Procurement and Contracts Administrator
Ms Karen Montgomery, Manager Council Operated Community Facilities
Mrs Louise Walsh, Manager Accounting Services

MINUTE TAKER

Mrs Tricia Hughes, Coordinator Executive Support

1. OPENING

The Chair declared the meeting open at 2.06pm and welcomed all in attendance and acknowledged the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

Resolution No.: WILGAC0058

Moved: Ms Liza Perrett

Seconded: Mrs Louise Walsh

That the Committee accepts Cr Sandy Moffat, Cr Viv Coleman and Ms Karen O'Connor participation in the meeting by video conference.

Carried

2. APOLOGIES

Apologies have been received from Ms Shelley-Ann Cottam and Ms Amilia Stewart.

MEETING MINUTES

Resolution No.: WILGAC0059

Moved: Ms Liza Perrett

Seconded: Mr Jeff Stewart-Harris

That the Committee accepts the apologies received from Ms Shelley-Ann Cottam and Ms Amilia Stewart.

Carried

3. DECLARATION OF CONFLICTS OF INTEREST

CONFLICT OF INTEREST

Ms Liza Perrett declared a conflict of interest in the Conference and Educational Opportunities relating to Local Government Managers Association (LGMA) as she is a LGMA Board Member. Ms Perrett did not participate in the discussion or vote for Report 5.3.

4. CONFIRMATION OF MINUTES

Confirmation of Minutes from the Women in Local Government Advisory Committee Meeting held at Council Chambers, Moranbah on Thursday 15 April 2021.

Resolution No.: WILGAC0060

Moved: Cr Viv Coleman

Seconded: Cr Sandy Moffat

That the minutes from the Women in Local Government Advisory Committee meeting held at Council Chambers, Moranbah on Thursday 15 April 2021 are confirmed.

Carried

5. OFFICER REPORTS

5.1

DOMESTIC AND FAMILY VIOLENCE POLICY

EXECUTIVE SUMMARY

The purpose of this report is to present to the Women in Local Government Advisory Committee the draft amended Domestic and Family Violence Policy prior to providing for further consultation and review with the Executive Leadership Team (ELT), Management Leadership Team (MLT) and Joint Consultative Committee (JCC).

MEETING MINUTES

Resolution No.: WILGAC0061

Moved: Ms Fiona Branch

Seconded: Cr Viv Coleman

That the Women in Local Government Advisory Committee:

1. **Appoint a small working group of Ms Rebecca Molineaux, Ms Liza Perrett and Ms Fiona Branch to make further refinements to the draft policy as discussed by the Women in Local Government Advisory Committee (WILGAC) for endorsement at the next WILGAC Meeting.**

Carried

5.2 DOMESTIC AND FAMILY VIOLENCE STRATEGY

EXECUTIVE SUMMARY

The purpose of this report is to present to the Women in Local Government Advisory Committee the draft Domestic and Family Violence Strategy.

Resolution No.: WILGAC0062

Moved: Ms Liza Perrett

Seconded: Ms Karen Montgomery

That the Women in Local Government Advisory Committee recommends that Council:

1. **Receives the Ending Domestic and Family Violence Report.**
2. **Endorses Recommendation 1 - Endorse the Launch of Isaac Regional Council's commitment to end domestic violence with the unveiling of the Pledge and Introducing the Training Framework**
3. **Endorses Recommendation 2 - Isaac Regional Council to take the pledge to work toward a Queensland where everyone is equal and free from violence**
4. **Endorses Recommendation 3 – Commit to Isaac Regional Council participating in the Domestic and Family Violence Prevention Month each May**
5. **Endorses Recommendation 4 - Develop and Implement a Training Framework targeted towards ending Domestic and Family Violence**
6. **Endorses Recommendation 5 - Investigate partnership opportunities to directly support Domestic and Family Violence affected employees**
7. **Endorses Recommendation 6 - Ensure information and resources are readily available to anyone experiencing Domestic and Family Violence, including the Domestic Violence Policy, Flexible Work Arrangements Policy and the Employee Assistance Program via internal and external platforms.**

Carried

MEETING MINUTES

CONFLICT OF INTEREST

Ms Liza Perrett declared a conflict of interest in the Conference and Educational Opportunities relating to Local Government Managers Association (LGMA) as she is a LGMA Board Member. Ms Perrett did not participate in the discussion or vote for Report 5.3.

5.3 CONFERENCE AND EDUCATIONAL OPPORTUNITIES 2021/2022

EXECUTIVE SUMMARY

The purpose of this report is to present to the Women in Local Government Advisory Committee the conferences and educational opportunities available for 2021/2022 and agree with which conference and/or educational programs should be scheduled for 2021/2022 participation.

Resolution No.: WILGAC0063

Moved: Mr Jeff Stewart-Harris

Seconded: Cr Viv Coleman

That the Women in Local Government Advisory Committee recommend that Council:

1. **Receives the schedule of events for 2021/2022;**
2. **Approve a minimum of two (2) scheduled events and/or training opportunities for 2021/2022.**

Carried

5.4 WOMEN IN LOCAL GOVERNMENT ADVISORY COMMITTEE TOOLKIT

EXECUTIVE SUMMARY

The purpose of this report is to share with the Women in Local Government Advisory Committee the Toolkit developed by the Local Government Professionals Australia which aims to achieve Australian Government Gender Balance Target for Senior Leadership in Local Government. The Toolkit was released on Thursday 22 July 2021 and is intended to form part of the Women in Local Government Advisory Committee Work Plan. Due to the late release of the Toolkit, the Workplan release has been deferred with an anticipated completion of by 30 September 2021 for the Women in Local Government Advisory Committees consideration.

Resolution No.: WILGAC0064

Moved: Cr Sandy Moffat

Seconded: Ms Liza Perrett

That the Women in Local Government Advisory Committee recommend that Council:

MEETING MINUTES

1. Receive the Local Government Professionals Australia and Australian Government Gender Balance Target – for Senior Leadership in Local Government Toolkit.
2. Endorse a Working Group of Cr Vic Coleman, Ms Rebecca Molineaux and Ms Karen O'Connor to review the draft Workplan for Women in Local Government Advisory Committee which will be workshopped with the Committee by 30 September 2021.

Carried

6. GENERAL BUSINESS

6.1 Women in Local Government Advisory Committee Email Group

The CEO requested that an email group be set up for the Women in Local Government Advisory Committee Email Group.

ACTION: COORDINATOR EXECUTIVE SUPPORT

7. CONCLUSION

There being no further business, the Chair declared the meeting closed at 3.29pm.

These minutes were confirmed by the Committee at the Women in Local Government Advisory Committee meeting held in Moranbah.

.....
Chair

..... / /
DATE

ENDING DOMESTIC AND FAMILY VIOLENCE REPORT

ISAAC REGIONAL COUNCIL

Current as at 23.07.2021

Presented by **Rebecca Molineaux, Manager People and Performance**



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BACKGROUND

The Ending Domestic and Family Violence Report (Report) analyses the effect of Domestic and Family Violence (DFV) within Australia and the state of Queensland. The Report further presents its findings with recommendations to Isaac Regional Council to support victims and ultimately end domestic and family violence. DFV consists of behaviours which are used to control or dominate a person and cause them fear for their personal safety or wellbeing. The Queensland Courts define DFV as including:

- physical or sexual abuse—punching, hitting, choking, or threatening to punch or hit, forcing a person to participate in sexual acts, damaging someone's property or threatening to damage property, including hurting or threatening to hurt pets
- emotional or psychological abuse—stalking, repeated text messaging, making insulting comments, calling someone names, blackmailing or extorting, preventing contact with family and/or friends, controlling someone's appearance, putting them down, threatening to expose their sexual orientation
- economic abuse—denying, withholding, controlling or misusing money or property, or threatening to do so
- threatening behaviour—saying things or acting in a way to make someone feel afraid, threatening to commit suicide or self-harm, stalking
- coercive behaviour—forcing, intimidating or manipulating a person to do things they don't want to do, such as sign a contract (e.g. for a loan) or a legal document giving another person power over their affairs (e.g. power of attorney).

DFV extends to children seeing violence, like their parent being hurt, being called names, things being broken or police arriving.

The Australian Government has acknowledged that DFV is a national priority, with Australian Police responding to 5,000 DFV incidences on average every week across Australia – that's one every two minutes. Across Australia, 1 in 6 women and 1 in 16 men experience physical or sexual violence from a current or previous partner while 1 woman is killed every 9 days and 1 man every 29 days by a partner. Each day, on average, 17 adults are hospitalised due to assault by a partner or family member.

The State of Queensland (Queensland Courts) 2011-2021, reports that there have been 51,697 Domestic Violence Orders (DVO) made in 2020/2021, 25,368 of which are new protection orders, 14,569 as temporary orders and 11,760 as variations to existing orders. Overall, there has been an increase of 17% of DVOs made since the previous year of 2019/2021. Further to this, 76% of Domestic Violence Orders (DVOs) are to protect a female victims, with 75.10% of those orders being lodged by police, apposed to 24.70% being lodged by the victims or someone acting on the victims behalf. The nature of applications also demonstrates that 73.3% are an intimate relationship with the offender, 26.3% are a family member and informal care making up the remaining 0.4%. Our Aboriginal and Torres Strait Islander people are most vulnerable, making up 16.10% of cases even though according to the 2016 census, only account for 4% of the Queensland population.

What this tells us, is that Domestic and Family Violence is an epidemic, prevalent in our communities and often unseen, with victims not actively reporting domestic violence, assumedly due to likely being in an intimate relationship with the perpetrator. DFV is a complex issue and a prevention strategy to end DFV in our community requires action not just by our commonwealth and state governments, but also by Local Government, Community Groups and Organisations.

BURDEN OF DISEASE

The Australian Burden of Disease Study 2015 has been able to conclude that DFV is causally linked to a significant increase of risk of disease for females over the age of 15. Six (6) diseases identified to be causally linked to exposure to DFV include depressive disorders, anxiety disorders, alcohol use disorders, early pregnancy loss, homicide & violence (injuries due to violence) and suicide & self-inflicted injuries. Consequently, if no female aged 15 or older experienced DFV in Australia, in 2015 there would have been:

- 41% less homicide & violence (where females were the victim)
- 18% less early pregnancy loss
- 19% less suicide & self-inflicted injuries
- 19% less depressive disorders
- 12% less anxiety disorders
- 4% less alcohol disorders (AIHW 2019).

In 2015, DFV in females aged 15 and over contributed to:

- 223 deaths (0.3% of all deaths) in Australia (including deaths linked to suicide, homicide & violence, alcohol use disorders and depressive disorders)
- 1.6% of the burden of disease and injury (AIHW 2019).

In 2017/2018, 31% of assault hospitalisations were due to DFV, with 7.9% of those being pregnant females. In Australia, DFV is the leading cause of death, disability and illness in women aged 15 to 44 years of age. DFV is a national crisis that is placing significant pressure on public sector services, with a long term impact to victims health and wellbeing.

OUR BUSINESS

The Australian Human Rights Commission (AHRC) outlines that DFV is not just a private or personal matter, it is a workplace matter also. This is due to the significant cost and negative impact it has on the workplace. The AHRC projects that the cost to the economy for 2021/22 will be 15.6 billion, with \$456 million of this being carried by employers and \$609 million in response to productivity losses. For context, between 55% to 70% of victims of DFV are actively employed, therefore there are currently 800,000 women currently experiencing DFV. This research allows us to see that employers have an opportunity to be an active part of the solution.

Whilst there are a number of complex factors to consider when identifying people at risk of DFV, if we mirror the states average statistics, Isaac Regional Council employs approximately 220 women, so if 1 in 6 are affected by DFV, then IRC could potentially have 36.6 employees who are experiencing, or have experienced, DFV. The impact of DFV on organisations can include decreased productivity, increased turnover and absenteeism. The 2011 National Domestic Violence and the Workplace Report Survey conducted by the AHRC, found that 48% of victims reported a significant impact to their ability to get to work and 16% shared that their performance was low due to fatigue, distractions or being unwell. 10% stated that they needed to take regular time off work.

Below are some case studies provided by the AHRC:

Case Study: Inga worked for a short time in a small boutique in a regional town. Inga had to go to hospital to have a CAT scan because her husband had hit her. She let the owner know she had an appointment, however the owner told her to choose between her job and the appointment. Inga was later dismissed for vague reasons.

Case Study: Sylvia, a community support worker, was experiencing domestic violence from her husband. She was often late for work and the violence was impacting her performance generally. Sylvia was eventually terminated for performance issues (lateness). She left the relationship and obtained a domestic violence order against her husband which covered her place of work. In applying for a new job, Sylvia's former employer provided a poor reference and she subsequently was unsuccessful in the position and struggled to find employment

DFV provides a real impairment in victims securing and retaining employment, something which is critical for most to be able to safely leave. Victims have many obstacles and workplaces can accommodate employees who are experiencing DFV, for example:

1. Offering flexible work arrangements that would assist victims and survivors to attend to violence-related matters, such as attending court or moving house
2. Understanding that a temporary decline in performance can be a result of DFV, not the employee

QUEENSLAND GOVERNMENTS RESPONSE

A Special Taskforce, chaired by the former Governor-General of Australia, The Honourable Quentin Bryce AD CVO was established in response to the disturbing incidences of Domestic and Family Violence in Queensland. A comprehensive statewide consultation was initiated, spanning several months and involving listening to domestic violence survivors, service providers and support groups. The findings of the taskforce were presented in a report "Not Now, Not Ever: Putting an end to domestic and family violence in Queensland" (Not Now, Not Ever), which made 140 recommendations and offered the framework for extensive legal, social and cultural change to tackle domestic and family violence.

In August 2015, Premier Anastacia Palaszczuk described the number of domestic violence incidents as 'one of our state's great shames' and accepted all 121 of the report's recommendations for government, and committed to support the 19 non-government recommendations. In October 2019, the Queensland Government delivered all of the recommendations from the Not Now, Not Ever report, with a total of \$328.9 million allocated since 2015-16.

Successive to the Not Now, Not Ever report, the Queensland Government developed the Domestic and Family Violence Prevention Strategy 2016-2026 (DFVPS), which provides an action plan focused on prevention and support for victims/survivors. The DFVPS was further informed by a 3-month community collaboration program, including contributions from more than 1280 individuals as captured in the "Community Collaboration Program Consultation Report". The DFVPS is a collaborative action plan to end domestic and family violence in Queensland and provides a shared vision and principles to steer action across government and the community over a staged 10-year plan. The reforms take on the victim's perspective, prioritise their safety and reduce the onus on victims to take action or leave their home. Education is critical in the DFVPS for frontline professionals to ensure domestic violence is more easily identified to create safe communities. The Strategy also continues to build on the effective work already being done by the community services sector to address domestic and family violence.

The DFVPS recognises that we need to work together to stop domestic violence and subsequently established the "Not now, not ever. Together" portal which offers organisations and community groups support and advice on how they can actively support people affected by DFV and put a stop to DFV.

RECOMMENDATIONS

The legacy of the Not now, not ever. Together. Report offers corporations details on how they can support the end to DFV in Queensland. The report outlines the tragedy of DFV in our communities and a wide range of research supporting how change can be brought about. Outlined below are recommendations for the consideration of Isaac Regional Council to endorse:

TAKE THE PLEDGE

1. Isaac Regional Council to take the pledge to work toward a Queensland where everyone is equal and free from violence

The Queensland Government is calling on the corporate sector and community organisations to pledge their commitment to act against domestic and family violence. The intent is to create a Queensland that is free from violence. It requires the commitment of government at all levels, corporations and community groups to enable cultural reform within our homes, workplaces and communities. The pledge which the Queensland Government are asking us to take is:

We do not tolerate inequality and domestic and family violence.

Isaac Regional Council pledges to work toward a Queensland where everyone is equal and free from violence.

Isaac Regional Council commits to playing our role, working within our organisation and in partnership with others to raise awareness, improve prevention and provide practical assistance to end domestic and family violence.

Isaac Regional Council recognises as leaders in the corporate and community sectors we have a vital role to play and we agree to use our internal and external and formal and information networks to activate others to join in this shared objective of keeping everyone safe from violence.

By taking the pledge, we are committing to create change from the top down.

Organisations that take the pledge will be acknowledged on the Queensland Governments website as having joined the community of leaders taking action to end domestic and family violence. Isaac Regional Council logo will also be displayed on the website with a link to our website.

GET INVOLVED

2. Commit to Isaac Regional Council participating in the Domestic and Family Violence Prevention Month each May
3. Endorse the Launch of Isaac Regional Council's commitment to end domestic violence with the unveiling of the Pledge and Introducing the Training Framework

Each May, Queensland marks Domestic and Family Violence Prevention Month (DFVPM) to raise community awareness of domestic and family violence and to send a clear message that domestic and family violence in families and homes will not be tolerated. It is recommended that Isaac Regional Council actively participates in the DFVPM by coordinating events and collaborating with BMC to develop promotional material that is informative and demonstrates our commitment to end DVF. Free editable domestic and family violence prevention promotional material is available on the Queensland Government website.

Whilst May is the Domestic and Family Violence Prevention Month, getting involved can occur anytime in the year. Toolbox sessions are an opportune time to raise awareness among employees by showing video's and distributing brochures, referral information and contact cards detailing how to assist someone seeking help. It is recommended that Isaac Regional Council launches its commitment to end domestic and family violence with the unveiling of taking the pledge and introducing the training framework to employees of Isaac Regional Council at a future toolbox session, with the assistance of BMC for branding.

IMPLEMENT A TRAINING FRAMEWORK

4. Develop and Implement a Training Framework targeted towards ending Domestic & Family Violence

The Queensland Government has endorsed a number of providers to deliver training in workplaces in response to the Not Now. Not Ever. Together. Report. It is recommended that these providers are reviewed to identify which can offer a framework that will best support Isaac Regional Council in bringing awareness to all employees and empowering managers and supervisors to respond in the event an employee is experiencing DFV. Outlined below is an overview of providers who are able to collaborate with Isaac Regional Council to achieve this.

- Formerly Australia's CEO Challenge, **Challenge DV** partners with Australian businesses with a Workplace Prevention Program empowering businesses to be part of the solution. Challenge DV helps develop workplace policy and educate managers and staff to recognise the signs and respond appropriately. Challenge DV work with workplaces to raise awareness about this critical safety issue, provide opportunities to directly support frontline services, and encourage participation in community activities demonstrating to employees and customers our values.

Challenge DV are endorsed by Queensland Government to deliver workplace training solutions under the Not now, not ever. Together initiative. Their training includes a blended model of face-to-face, virtual and e-learning packages and have been designed on best practices of delivering gender-based violence prevention and education sessions within diverse populations across Australia.

- **Mate**, is a education and intervention program of Griffith University, Queensland, teaching us all to be leaders in the prevention of violence and problematic behaviour.

The bystander approach focuses not on the perpetrator or victim of violence rather, what we can all do to prevent violence in our homes, workplaces, schools and communities. We all have a role in the prevention of DFV and this project provides the tools needed to recognise and empower individuals when a problematic situation is happening and being able to take steps to interrupt that behaviour.

The program aims to bring awareness to the way in which such behaviour is embedded in our culture. The program challenges attitudes, beliefs and behaviours that normalise violence against women, racism, discrimination, inequality and bullying within our culture. In order to make a change an open dialogue of these behaviours in all forms of violence needs to be addressed.

The Mate violence prevention programs create a safe space for people to share opinions as well as any experiences that they may have had to bring to light the issues that are often not discussed.

The programs vary from face to face training, Webinars and e-Learning training and range from 1 hour in completion to multiple day. Depending on the program participation numbers can be anywhere from 1 person to 1000.

- White Ribbon Australia is part of a global social movement working to eliminate gendered violence. The **White Ribbon Australia Workplace Accreditation Program** is a program that produces a whole of organisation commitment to stop violence against women, meeting 15 criteria under three standards to create a safer and more respectful workplace. It recognises workplaces that are taking active steps to stop violence against women, accrediting them as a White Ribbon Workplace.

The program builds on existing gender equality and diversity initiatives, providing the tools to strengthen a culture of respect

and gender equality at all levels of the organisation. The program supports organisations to respond to and prevent violence against women, whether it occurs inside or outside the organisation, through supporting women experiencing violence, holding perpetrators to account, supporting all employees to challenge inappropriate behaviour and strengthening gender equality within the broader community.

The process of accreditation is supported by a network of experts nationally who share HR policy and best practice resources. The White Ribbon Australia Workplace Accreditation Program team works alongside organisations to guide them through the accreditation process.

The Program provides an internal audit of the policies, procedures and workplace culture in relation to gender equality and women's safety issues. The Program helps to point out any gaps that may exist in current policy and procedures and provides support to help nurture a culture of respect, safety and equality.

- **DFV Work Aware** provides tailored workplace training and resources to organisations to prevent, recognise and respond to Domestic and Family Violence. Training packages have been developed for workers and workplace leaders and are tailored for workplace representatives, teams or individuals.

DFV Work Aware delivers a 60 minute or 90-minute training session to workplaces for workers to recognise, respond and refer when DFV comes to work. What the training covers is as follows; -

- How DFV intersects with the workplace.
- The impacts of DFV on employees and workplaces.
- Recognising DFV in the workplace.
- How to respond to those experiencing DFV in the workplace.
- DFV and the COVID-19 pandemic.
- Where to find information on developing a domestic and family violence workplace strategy through policy development.
- Existing workplace rights and entitlements, such as DFV leave.
- Referral pathways to specialist DFV support services.

The training can be delivered face-to face or online and is interactive to help develop workers knowledge, skills and confidence.

Building on the DFV Workplace Training for workers, workplace leaders will be able to further their knowledge by completing a workplace leader comprehensive training session which is delivered over a 3-hour session. This training covers the following; -

- Why is domestic and family violence a workplace issue?
- What is your role in recognising and responding to domestic and family violence at work?
- DFV workplace policy development and implementation.
- What is domestic and family violence safety planning at work?
- Strategies on what prevention initiatives that can be implemented.
- Understanding Gender Equity and Gendered Drivers and the roles these play in DFV.

Workplace leaders are often tasked with higher levels of responsibility for upholding work health and safety legislation. In this workplace training session, participants will practice the application of a work health and safety risk management approach to DFV in the workplace, including the use of safety tools.

- **WorkHaven** was formed by corporate leaders who have lived experience of domestic and family violence (DFV). The combination of professional knowledge and in-depth understanding of this sensitive and challenging topic enables providing employers, industries and communities with the all-important tools, insights and information to help facilitate the right conversations in a manner that reflects their specific needs.

WorkHaven focuses on delivering bespoke services that reflect specific situations to create a significant and tangible difference to the impact and incidence of domestic violence.

The Implementation of workable programs built on research and drawn from knowledge of psychologists, DFV experts, human resources and communications professionals to ensure people are equipped with the information to identify victims, initiate conversations and support others who may be experiencing DFV are the fundamentals of WorkHaven's program.

WorkHaven training combines practical and scenario-based exercises with data information to create relevant and effective response to DFV. Whilst equipping workplaces with tools such as development of educational workshops, awareness programs for new and existing employees and internal and external communication strategies.

SUPPORTING DFV AFFECTED EMPLOYEES

5. Investigate partnership opportunities to directly support Domestic & Family Violence affected employees
6. Ensure information and resources are readily available to employees who are experiencing Domestic & Family Violence, including the Domestic Violence Policy, Flexible Work Arrangements Policy and the Employee Assistance Program

It is important that Isaac Regional Council provides a safe work environment and DFV matters are managed in a sensitive manner, with confidence that disclosure will not have any adverse impact on their employment. The Training Framework will go a long way in equipping our employees and managers in responding, however there are additional actions Isaac Regional Council can take.

The Queensland Government strongly encourages developing partnerships with local service providers. This would be Moranbah District Support Services (MDSS) as the service provider directly able to advise Council on what it can do it directly support employees who may be affected by DFV. This may include offsetting costs for victims leaving DFV or offering some form of relief funding. Opportunities for partnerships are recommended to directly support employees who are impacted by DFV.

Isaac Regional Council already has a Domestic Violence Policy which provides additional leave entitlements, a Flexible Work Arrangement Policy, and offers a free, confidential employees assistance program, however any opportunity to promote these should be taken – particularly when discussing matters of DFV.

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Conference and Educational Opportunities 2021/2022

Event	Details	Date	Location	Price	Weblink	Approved	Past Attendees
Women in Local Government - 2021 Weaving Threads, Women in Local Government Conference	This Conference was developed to empower women in the local government context. The conference aims to consider the application of leadership to engage women in the sector, developing techniques for the 'every-day' leader and creating a workplace culture that values the contribution of women in all aspects and levels of the organisation. No details released or confirmed for 2022 conference	23-25 March 2021	Online	\$990.00	https://lgmaqlld.org.au/WILG-conference	Yes	Hazel Bone - Technical Officer - Corporate Assets (E&I) Karen O'Connor - Waste Management Operator (W&WW)
Women & Leadership Australia - Leading Edge Program	Leading edge is a terrific three month program for emerging / aspiring leaders. Candidates who have on the ground experience in team leadership or stakeholder management may find the intermediate level program a more appropriate fit. No details released or confirmed for 2022	25 May to 17 August 2021	Online	\$2,739.00	https://www.wla.edu.au/leadingedge.html	Yes	Debra Schafer - Technical Officer (E&I) Terese Wilcock - Systems Officer (CGFS)
2021 Australian Women's Leadership Symposiums	Connecting, Empowering and Celebrating Women Leaders. The Australian Women's Leadership Symposiums are a national series of events focused on the experiences of women leaders in the contemporary workforce. No details released or confirmed for 2022	24/06/2021	Brisbane Convention Centre	\$1,395 + GST	https://www.wla.edu.au/store-page.html#/Brisbane-Symposium-2021/p/264952671/catalogory=0	CLOSED	
The Leadership Institute - Leadership for Women Master Class	An interactive, two-day course designed to help you build the awareness, agility and confidence to lead with wisdom, compassion and courage. What got you here will not get you to where you want to go. This course is designed for anyone to rise to greater levels of influence, responsibility and decision-making. It is designed to challenge your assumptions, expand and develop your mindset, skillset and toolsets to be an effective leader whilst leader and professional and to navigate some of the challenges women can face at work. You will explore frameworks and tools, master emotional intelligence, develop your unique leadership style, navigate the challenges women can face at work, learn powerful verbal and nonverbal communication skills, exert your personal influence and build a foundation for positive influence and success.	22-23 July 2021	Brisbane		https://www.theleadershipinstitute.com.au/leadership-for-women-masterclass-2021/	CLOSED	
Australian Local Government Women's Association QLD Branch	ALGWA National and QLD State Conference No details released or confirmed for 2022	Local	Coral Sea Marina Resort, Airlie Beach	TBC	https://www.algwaqlld.asn.au/events/conferences.php	CANCELLED DUE TO COVID	
Local Government Managers Australia	Local Government Conference Travel and accommodation are not included in the registration rates. LGMA Queensland members who attend conference, will receive a discount of \$100.00 off their annual membership fee. LGMA Queensland members must be financially current at the time of registration to be eligible for this discount. This does not apply to the Retired Member Rates. Please note that LGMA Queensland Membership is different to Council Subscription. *Terms and conditions apply. Council Special – Send 4 delegates and receive the 4th registration for free. Conditions apply. Please contact LGMA Queensland on 3174 5006 to check eligibility.	7-9 September 2021	Shangri-La The Marina, Cairns	Standard Registration \$1,580.00 Late Registration (from 5 Aug) \$1,830.00	https://www.lgmaqlld.org.au/conference/		

LGMA CQ Branch	CQ Regional Forum	4/11/2021 8:30am - 4:30pm	McIndoe Park Function Centre, Opal Street, Emerald	\$250.00	Local Government Managers Australia - REGIONAL BRANCH FORUMS (lgmaqlld.org.au)		
Women Leaders Institute	Women in Leadership Executive Program This 4-week program will help you to: Develop a personal development plan to maximise your unique strengths and skills to overcome limiting behaviours and realise your goals Gain the tools to help navigate current and post pandemic challenges faced by women, and respond to culture and gender assumptions and biases Learn core leadership skills for transitioning and excelling as a leader to drive team and organisational success through times of uncertainty	8 September to 13 October 2021	Brisbane	\$2,599.00 standard price 3 delegates 5% discount 4 delegates 15% discount 5 delegates 20% discount	Women in Leadership Executive Program 2021 (womenleadersummit.com)		
The Hatchery	Women in Executive Leadership in Publicly Funded Organisations Elevate your leadership skills to grow your career to the next level Drawing on Professor Groysberg's extensive experience in organisational behaviour, women in leadership and executive education at Harvard Business School, this unique seminar is designed to teach leadership and management practices that will elevate your strengths, capability and performance outcomes. Professor Boris Groysberg will lead the discussion using the Harvard Business School (HBS) Case Method, an innovative teaching model critiquing actual case studies, combining interactive lecture, video, and group discussions for a highly dynamic learning experience.	27 August 2021 8:30am-12:00pm	Online	Early bird save \$200 by 30 July 2021	Women in Executive Leadership in Publicly Funded Organisations - GovernmentCareer - Local		
The Leadership Institute	The Women in Leadership Summit is our premier leadership event. It is part inspiration, part education. The focus is to empower you to believe in yourself, put your hand up for opportunities and take your seat at the leadership table. You will find out what it takes for the most senior women in Australia to flourish – how they stumbled, and what they learned along the way – so you can put that in your leadership toolkit and thrive. It features inspiring keynotes, career-focused case studies, jam-packed panel discussions and interactive workshops for an all-encompassing experience.	19-22 October 2021	Sydney	TBA	Women in Leadership Summit 2021 19 - 22 October Sydney (theleadershipinstitute.com.au)		
Future Women Leadership Summit	The Future Women Leadership Summit was held on 9 & 10 March 2021 and will be returning in March 2022. Join like-minded professionals for two days of inspiring keynote speeches and panel discussions to learn the latest insights around modern leadership and how to apply them to your career.	1-31 March 2022	TBC	TBA	Future Women Leadership Summit (eventsforchange.org.au)		
Local Government Managers Australia	LGMA Queensland Ignite Programme	8-Mar-22	TBC	TBA	Local Government Managers Australia - IGNITE PROGRAMME (lgmaqlld.org.au)		

Gender Balance Target

For Senior Leadership in
Local Government Toolkit



Australian Government
Department of the Prime Minister and Cabinet



A message from the President

I announced that Local Government Professionals Australia would be pushing for a gender balance of 40 percent women, 40 percent men, and 20 percent of any gender in local government leadership roles by 2025 in December 2020 as part of the wider imperative to increase diversity in our ranks.

There is an expectation that local government be truly representative of the communities it serves and achieving gender balance at that senior level is just one step toward expanding the diversity and equity of representation our sector needs.

In practice, this means creating the opportunities that allow everyone in our organisations to thrive – not only because it is the right thing to do, but also because of the enormous benefit our organisations and communities gain from the elimination of structural barriers to truly equitable workplaces that will see the best talent come – and stay – in local government.

This toolkit is designed to empower local government professionals and their organisations to reach this gender balance target in their own executive leadership teams for the benefit of their staff and the communities they serve. This will not be the last step in local government’s inclusivity journey, but it is an important one.

I will be bringing these resources to my own local government, and I hope they benefit yours just as much.

Victoria MacKirdy
National President

Local Government Professionals Australia

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Workplace Gender Equity – The Business Case

Gender equity in the workplace is important not only for the imperative of fairness but for the peak performance of organisations. While gender equity is considered by many the right thing to do, it also brings with it tangible, positive outcomes for the running of the complex organisations that are local governments. It is achieved when all staff have access to the same opportunities and rewards regardless of their gender. This does not ignore gender but rather acknowledges the unique, gendered, structural challenges employees face to reach an equitable outcome.

The benefits for both communities and local governments include stronger organisational performance, better decision making, and ultimately better service delivery. Reputationally, a gender-balanced local government is also a sign of an employer of choice in any community that can attract and retain the best staff who can holistically understand and meet the needs of diverse communities.

Communities across Australia are increasingly demanding that local government leadership- both elected members and staff reflect the diversity of the communities they represent, including the representation of women in senior leadership positions. While some local governments have made strong progress toward this equity, there is still an imbalance across the sector broadly.

Barriers to achieving gender balance in senior leadership roles are myriad and often intertwine. They include issues with workplace culture, lacking pipeline of female leaders, shortage of role models and mentors, inflexible work practices, affordability and accessibility of childcare, gender role stereotypes and sexism, and, in some cases, the increasing politicisation of executive roles. While progress requires change on multiple fronts, none of these challenges are insurmountable and the benefits outweigh the costs.

Local Government Gender Balance Target – 40:40:20 by 2025

A metric is needed to accurately measure success. Local Government Professionals Australia has set a gender balance target as a practical means of helping local governments track their gender diversity progress. While this document seeks to encourage local governments to identify and tackle obstacles in the way of improving this gender equity in their workforces, the target is a practical way of measuring the success of these efforts.

A gender balance target of 40:40:20 in executive leadership teams by 2025 was announced by Local Government Professionals Australia in December 2020. The 40:40:20 ratio refers to leadership made up of 40 per cent men, 40 per cent women, and 20 per cent unspecified. This target, already adopted by many other public sector organisations, allows for malleability in the gender make-up of a team. While the overall local government workforce broadly meets this target, executive leadership teams are disproportionately represented by men. While these leadership positions are the most visible and influential to both the internal workforce and the community, they are also pivotal in affecting the trajectory of an organisation.

In assessing a local government’s leadership gender balance, the executive leadership team is defined here as the top two tiers in the organisation structure which would include roles typical to local government such as Director, Executive Director, General Manager, and Chief Executive/Finance/Technology Officers. The 40:40:20 target is applicable to local government organisations with an executive leadership team of four or more members. Organisations with three members in the Executive Leadership Team would instead apply a 1:2 split, while small local governments with only one or two executive positions would instead be encouraged to apply the target to its broader management teams.

Local governments are asked to measure the balance in their current executive leadership team, consider what improvements need to be made to achieve (or retain) gender balance, and commit to achieving this balance by 2025. This document includes resources to help you achieve this for the benefit of your organisation, your staff, and your community.

The Data

Data collection process

Local Government Professionals Australia collected data on the gender balance of executive leadership teams from publicly available 2019-20 Annual Reports of all 537 Australian local governments, current as of March 2021. Senior leadership positions covering the top two tiers of an organisation’s structure were the target of the study. The position titles of these staff varied across the country but are broadly grouped together as Directors, Executive Directors, General Managers, and Chief Executives.

If a local government had multiple people within a role during the financial year, the person who was in that position on 30 June 2020 was counted. If a Director-level position was vacant, the position was not counted. If the gender of a staff member was indiscernible in the Annual Report, organisational charts or senior management team profiles on organisation websites were referenced. If names were not present, official meeting minutes from Council meetings were also consulted. Further gaps in information were filled by referring to the Municipal Yearbook publication for FY19-20.

Executive leadership teams

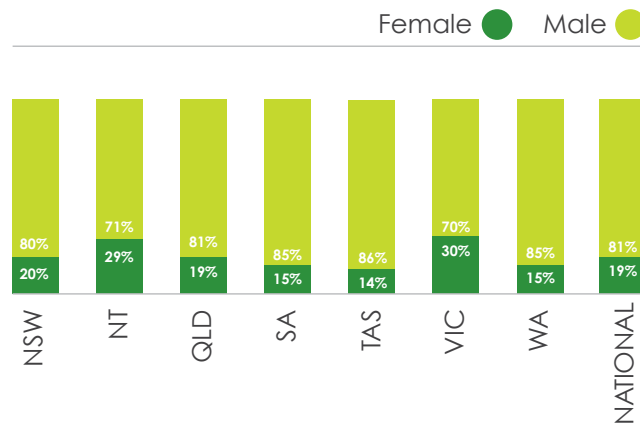
The gender balance target of 40:40:20 (40 per cent female, 40 per cent male, 20 percent unspecified) is applied to local governments with executive leadership teams of four or more which represents 69 per cent of local governments. The average size of an executive leadership team was four to five including the CEO/GM.

19 per cent of local governments have three executive leadership team members and would follow a 1:2 unspecified split. 12 per cent of local governments have only one or two people in the executive team and as such would be exempt from the target. 30 smaller local governments, accounting for 5 per cent of the total, are represented solely by a CEO. These small local governments are encouraged to apply targets to their broader management teams.

Leaders and Directors

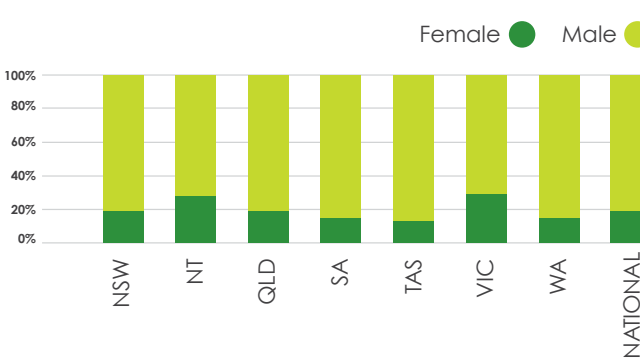
Senior leaders, namely CEOs and GMs, are 81 per cent male and 19 per cent female, with female representation slightly higher than Australia’s all-industry average of 17 per cent. Victoria has the highest per centage of female CEOs at 30 per cent, closely followed by the Northern Territory with 29 per cent, while on the lower end female representation in Tasmania sits at 14 per cent, closely followed by Western Australia and South Australia at 15 per cent.

CEO and Gender



Directors (or their equivalents) are 67 per cent male and 33 per cent female on average nationally. Tasmania, South Australia, and Victoria are at the higher end of female representation at 37-39 per cent, while Western Australia has the lowest female Director representation at 29 per cent. The national average for local government slightly trails the all-industry sector average of 34 per cent female representation in these executive positions.

Gender and Directors

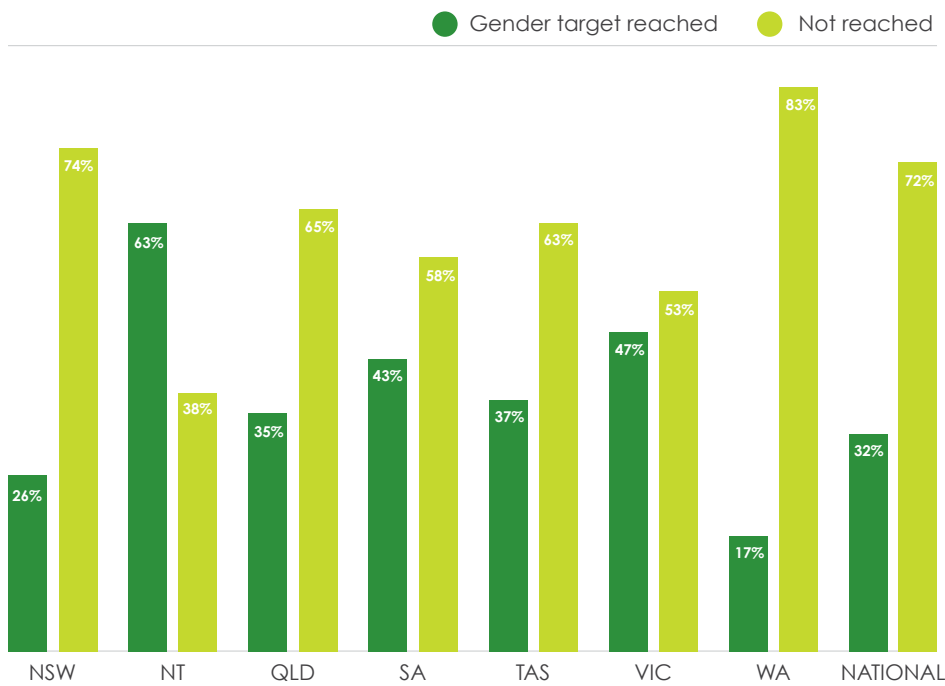


Applying the 40:40:20 Target

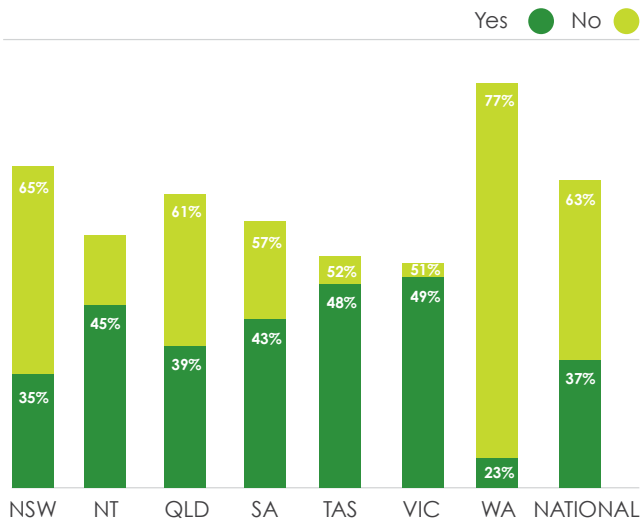
When local governments with four or more executive staff were measured against the gender balance target of 40:40:20, 32 per cent of these were found to meet the goal. The best performing region is the Northern Territory where

63 per cent of local governments meet the target, followed by Victoria at 47 per cent and South Australia at 43 per cent.

Gender target teams 4+ people



Councils exec teams 3 or more meet relevant targets



When both datasets are combined to measure executive leadership teams of three or more and their respective targets (covering 88 per cent of all local governments), the per centage of local governments achieving the overall target improves; 37 per cent of local governments achieved the relevant target relative to their executive leadership team size. There are notable improvements to New South Welsh local government figures with an increase from 26 per cent to 35 per cent under this metric, and an increase from 37 to 48 per cent in Tasmania. The only region where the figure decreases is the Northern Territory.

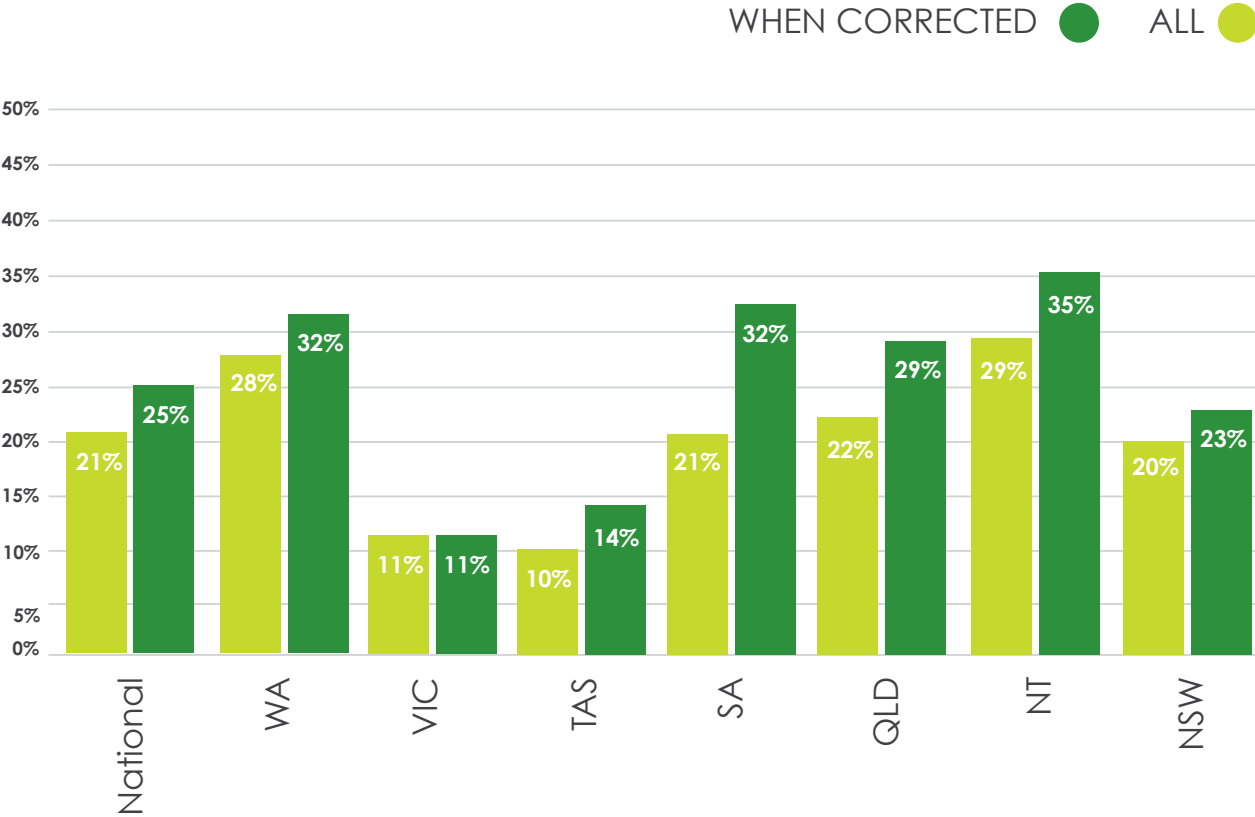
Gender Diversity

25 per cent of local governments have no female representation in their executive leadership team and just under two per cent of local governments have no male representatives. When this figure is corrected to remove CEO-only local governments though, these figures are 21 per cent and 0 per cent respectively. The Northern Territory has the highest per centage of local governments without gender diversity, with 29 per cent of executive teams greater than one having no female representation, closely followed by Western Australia at 28 per cent. Tasmania and Victoria perform best on gender diversity with only 10 and 11 per cent of executive leadership teams greater than one being single-gender teams.

Conclusion

This study provides the baseline data to inform strategy and progress for Australian local governments striving to achieve gender balance in their executive leadership teams by 2025. The results indicate that CEO/GM and Director (or equivalent) positions are predominantly male-occupied, with 21 per cent of local governments in Australia having no female representation in their executive leadership teams. While cases of female overrepresentation in executive leadership teams do exist, these account for only eight per cent of all local governments or five per cent when CEO-only organisations are excluded. The gender balance gap is clear in the data, but there is a pathway to resolution.

% Council with no female representation in exec team



Tools and Resources

Workforce Gender Balance Assessment

To improve gender balance in the workforce, local governments are encouraged to review their gender composition across different roles and levels of their organisations. This baseline of data will help local governments understand where change is needed. It is important to continually collect and report this data to track progress, ensuring the organisation is accountable to the employee body and the community.

A workforce assessment can be conducted in various ways. Local governments may start by gender-disaggregating all workforce data and collecting intersectional data. Intersectional data is separated not just by gender but by attributes such as age, disability, indigenous heritage, ethnicity and race, religion, and sexual orientation. This data, where available, will help local governments understand the impacts of gender inequities that may be compounded by other distinguishing factors of staff.

Relevant workforce data includes the number of people in the workforce across all levels, the number of individuals that applied for positions and were recruited, the number of individuals who received promotions, and the number

of individuals who left the organisation and the reasons they left. Other areas to consider for assessment may include remuneration across different roles and levels of the organisation, policies and practices that contribute to gender balance (such as flexible working arrangements and the number of employees that adopt these arrangements), types of leave available and the number of employees that take them, and workplace culture.

Local governments may further consider conducting interviews and self-assessment with groups of staff to gather additional information and to identify areas requiring focus. These can be critical in uncovering what the workforce sees as key barriers to gender balance from the staff level. This can help in informing any policy or program particular to a given organisation and its demographic mix designed to reach gender balance.

Collectively, the information from this assessment will give an organisation insight into where gender imbalances exist in the organisation and the underlying reasons for this imbalance with a foundation for addressing the problem.

Tools

Workplace Gender Equality Agency (WGEA) - Gender Strategy Diagnostic Tool

https://www.wgea.gov.au/sites/default/files/documents/2019_WGEA_GE_Diagnostic_Tool_0.pdf

Victoria State Government, Workplace Gender Audit Guide

While the Gender Audit Guide is commissioned under Victorian state regulation, it provides valuable guidance as a reference for local governments that do not have specific state regulations to follow.

<https://www.genderequalitycommission.vic.gov.au/workplace-gender-auditing>

OurWatch - Workplace Assessment Tool

https://media-cdn.ourwatch.org.au/wp-content/uploads/sites/2/2019/09/12064935/OurWatch_WER_SelfAssessmentTool_2019_August.pdf

OurWatch - Workplace Gender Equality Indicators

https://media-cdn.ourwatch.org.au/wp-content/uploads/sites/2/2019/02/18044023/Workplace_Gender_Equality_Indicators_2019.pdf

Further Information

McKinsey & Company - Accelerating gender parity: What can governments do?

<https://www.agec.org.au/wp-content/uploads/2020/12/2019-01-29-McKinsey-gender-inequality-what-can-governments-do.pdf>

Boston Consulting Group – What’s Working to Drive Gender Diversity in Leadership?

<https://www.agec.org.au/wp-content/uploads/2018/09/Whats-Working-to-Drive-Gender-Diversity-in-Leadership-2017.pdf>

Recruitment

There are numerous steps that organisations can take to promote gender balance through their recruitment strategies and practices.

Identifying and removing unconscious bias across the entire hiring process is often an important first step in improving hiring practices within an organisation. This may include the creation of gender-neutral job advertisements and advertising in media that are diverse and inclusive of women. When hiring into traditionally male-skewed positions, organisations can seek out recruitment channels that have higher concentrations of women than typical channels, or specifically target women candidates

through women’s forums and networks. This may include professional associations with these existing links like Local Government Professionals State Associations’ women’s networks or Special Interest Groups.

Recruitment managers may need to increase their own awareness and capability through training. Further evidence-based practices that help to reduce unconscious bias include having a diverse and gender-balanced interview panel, structuring interviews around specific job roles rather than ‘a good cultural fit’ or likeability of a candidate, and using work samples to evaluate candidates.

Promotion and Career Development – Building female leadership

Data shows that local government CEOs/GMs across Australia are 81 per cent male and 19 per cent female, with female representation slightly higher than the Australian all-industry average of 17 per cent. Directors (typically part of the executive leadership team) are on average 67 per cent male and 33 per cent female. Reaching gender balance at this executive leadership team level requires local governments to build robust pipelines of skilled female employees to transition into those leadership positions.

Organisations can support women in their career advancement through initiatives like mentoring and sponsorship. Mentorship generally refers to a relationship between a more experienced mentor and a younger, less experienced mentee. This mentoring relationship helps the mentee to develop their career through emotional support, counselling, and role modelling, also offering the mentee an avenue to discuss professional issues. Sponsorship typically

sees someone in a more senior position actively supporting someone in the development of their career, focusing on career-related support that is more outcome-based.

Women often have smaller professional networks but by broadening professional connections can have greater access to opportunities, be given the opportunity to exchange ideas and increase knowledge, increase their profiles, develop long-lasting relationships, and build confidence.

Other initiatives that can strengthen the female leadership pipeline include secondments in other roles to build experience, graduate programs, apprenticeships and traineeships in traditionally male-dominated fields, and the promotion of female applications for senior positions within the organisation.

Tools

- Harvard Implicit Association Test (IAT) - Identify our own implicit biases**
<https://implicit.harvard.edu/implicit/takeatest.html>
- Gender Decoder – do your job ads contain subtle biases?**
<http://gender-decoder.katmatfield.com/>
- Workplace Gender Equality Agency (WGEA) - Gender Equitable Recruitment and Promotion Guide**
<https://www.wgea.gov.au/tools/recruitment-and-promotion-guide>
- Male Champions of Change - In the Eyes of the Beholders, Avoiding the Merit Trap**
<https://championsofchangecoalition.org/wp-content/uploads/2016/08/MCC-CEW-Merit-Paper-FINAL.pdf>
- Reducing unconscious bias in the workplace**
https://eoc.sa.gov.au/sites/default/files/inline-files/Beyond%20First%20Impressions%20-%20Reducing%20unconscious%20bias%20in%20the%20workplace_0.pdf
- Workplace Gender Equality Agency (WGEA) - Guide to Australian standards on gender-inclusive job evaluation**
<https://www.wgea.gov.au/tools/guide-to-australian-standards-on-gender-inclusive-job-evaluation>

- Google Training**
- Microsoft Training**
Learn more about your own biases and changing your behaviours. This may be useful for increasing gendered awareness and capability of recruiters and hiring managers
<https://rework.withgoogle.com/subjects/unbiasing/>
<https://www.microsoft.com/en-us/diversity/beyond-microsoft/default.aspx>

Additional Resources

- International Labour Organisation – Promoting Equity, Gender-Neutral Job evaluation for Equal Pay: A step-by-step guide.**
http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_122372.pdf
- Workplace Gender Equality Agency (WGEA) - Gender equitable recruitment and promotion**
Summary of varied research on how gender bias operates at work with evidence-based suggestions for creating more equitable recruitment and promotion systems.
<https://www.wgea.gov.au/publications/gender-equitable-recruitment-and-promotion>
- Victoria Government – Recruit Smarter**
<https://www.vic.gov.au/sites/default/files/2019-01/Recruit-Smarter-Technical-Report.pdf>

Additional Resources

- Workplace Gender Equality Agency (WGEA) - Supporting Careers through Mentoring and Sponsorship**
<https://www.wgea.gov.au/publications/supporting-careers-mentoring-or-sponsorship>
<https://www.ccl.org/articles/leading-effectively-articles/why-women-need-a-network-of-champions/>
- Local Government Professionals NSW – Member Networks**
http://www.lgprofessionals.com.au/LG_Professionals_NSW/Membership/Member_Networks/LGProfessionals/Membership/Member_Networks.aspx?hkey=fd586e-248b-4f86-b33f-ea600e5f8a14
- LGMA Queensland - Mentoring Program**
<https://www.lgmaqlld.org.au/mentoring-programme>
- LGMA Queensland - Women in Local Government Village**
<https://www.lgmaqlld.org.au/WILG-Village>
- Local Government Professionals SA - Women’s Network**
<https://www.lgprofessionalssa.org.au/Womens-Network>
- Local Government Professionals SA - Women’s Professional Development Program**
<https://www.lgprofessionalssa.org.au/Womens-Professional-Development-Program>
- Local Government Professionals Tasmania - Special Interest Groups**
<https://lgprofessionalstas.org.au/special-interest-groups/>
- LG Pro Victoria - Mentoring Program**
https://www.lgpro.com/LGPro/Professional%20Development/Programs/Mentoring_Program/LGPro/Professional_Development/Programs/Mentoring/Mentoring_Program.aspx?hkey=e656b278-62ee-4bca-a3a8-14f048aa4071
- LG Pro Victoria - Special Interest Groups**
https://www.lgpro.com/LGPro/Special_Interest_Groups/LGPro/Special_Interest_Groups/Special_Interest_Groups.aspx?hkey=4c3bacb7-12ed-44ed-bf76-1afb18a426c6
- Local Government Professionals WA - Branches and Networks**
https://lgprofessionalswa.org.au/Lgmawa/Branches_Networks/Lgmawa/Branches_Networks/Branches_Networks.aspx?hkey=15255e0f-18da-45d8-aaca-fa3cfe740120

Female-focused mentoring programs and support networks in industry

Master Builders Australia - Women Building Australia National Mentoring Program

<https://masterbuilders.com.au/Resources/Career-Centre/Women-Building-Australia>

Trades and Women

<https://tradeswomenaustralia.com.au/>

Women and STEM

<https://www.stemwomen.org.au/resources/education>

Australian Apprenticeships

<https://www.australianapprenticeships.gov.au/>

Workplace Flexibility

Flexible working arrangements enable employees to balance the responsibilities of work and personal life, allowing them to be more effective and efficient in their work. Access to flexible ways of working is also an effective approach to attract and retain talent and increases employee satisfaction and engagement. Embedding these arrangements across an organisation encourages employees

and potential employees with diverse responsibilities and backgrounds to apply for a role. Flexibility means more than just part-time or remote work, however. Men and women, not just working mothers or parents, are interested in some form of flexible work.

Tools

Workplace Gender Equality Agency (WGEA) - Developing and Implementing a Workplace Flexibility Strategy

<https://www.wgea.gov.au/flexible-work>

Chiefs for Gender Equity – Government of South Australia Equal Opportunity Commission ‘Work Flex Toolkit’

<https://eoc.sa.gov.au/sites/default/files/inline-files/CFGE-Work-Flex-toolkit.pdf>

Fair Work Australia - Workplace Flexibility Online Course

<https://www.fairwork.gov.au/tools-and-resources/online-learning-centre/workplace-flexibility>

Beam – The Flexible Work Playbook, an interactive guide to making flex work

<https://playbook.beamaustralia.com.au/>

Additional Resources

Australian Public Service Commission – Workplace Flexibility, A best practice guide for Australian Public Service Agencies

https://legacy.apsc.gov.au/sites/default/files/workplace_flexibility_a_best_practice_guide_for_australian_public_service_agencies_0.docx

Government of South Australia – Flexibility at work: Information for Managers and Employees

https://www.publicsector.sa.gov.au/__data/assets/pdf_file/0013/214141/August2017Flexibility-at-Work-information-for-Managers-and-Emplo...pdf

Catalyst Report: The Great Debate: Flexibility vs Face Time - Busting the Myths Behind Flexible Work Arrangements

<https://www.catalyst.org/research/the-great-debate-flexibility-vs-face-time-busting-the-myths-behind-flexible-work-arrangements>

Supporting parents and carers

A large proportion of the Australian workforce have care responsibilities, whether they are parents or carers. While women are still more likely to be the main carer for children as well as people with disabilities and older family members, many carers are also male. With support for these parents and carers, employees are able to carry out their work responsibilities without sacrificing time and commitment to their families and other care responsibilities.

Providing support for employees who are parents and carers will benefit organisations by improving employee wellbeing, in turn increasing the organisation's ability to retain workers, improving productivity, and building the positive reputation of the organisation as an employer of choice in the community.

Practical support for parents and carers may include access to flexible working and leave arrangements, regular communications with employees on leave, provision of specialty training and other opportunities, continuous education for all staff about carers, and encouragement for all employees to access the available supports for parents and carers, regardless of gender.

Under Fair Work Australia's National Employment Standards, employees who are parents and carers are entitled to parental leave, carer's leave, the right to request flexible working arrangements, and rights related to parents returning to work. See more at: <https://www.fairwork.gov.au/employee-entitlements/national-employment-standards>

Tools

Human Rights Commission - A quick employer guide to supporting working parents

<https://supportingworkingparents.humanrights.gov.au/employers/quick-employer-guide-supporting-working-parents>

Carers Australia

This organisation provides networks and support to carers across Australia including counselling, connecting with other carers, respite care, and online courses.

<https://www.carersaustralia.com.au/about-us/our-member-organisations/>

10 tips for a carer-friendly workplace

<https://carersandemployers.org.au/uploads/main/Carers-Employers-Top-10-Tips.pdf>

Additional Resources

NSW Government - Carers+Employers program

<https://carersandemployers.org.au/>

Improving Workplace Culture

Achieving gender balance will require change. Organisations may experience resistance to such change. Some may welcome opportunities for growth, but others may consider these changes to be damaging or otherwise detrimental to their own career status and the opportunities available to them. A demonstrated commitment to gender equity from senior and executive leadership will be key to driving forward these changes for their positive outcomes.

Leaders need to take into careful consideration the varying responses to change they may encounter and ensure they understand, acknowledge, and address these responses. It is important to continually engage with staff to address

concerns and build support along the way.

Areas that can contribute to improving workplace culture include the language and behaviours that are typical in the workplace. Organisations should actively promote respect for all employees. Beyond having the appropriate policies and procedures in place to handle complaints, it is important to have leadership demonstrating commitment, being transparent through continual communications between staff, and conducting diversity training to increase staff knowledge.

Tools

Diversity Council of Australia - Building inclusion through the power of language

<https://www.dca.org.au/research/project/wordsatwork-building-inclusion-through-power-language>

Australian Public Service Commission – Lexicon of Gender

This is a guide to raise awareness of the gender bias in our current language and the everyday language used around us.

<https://legacy.apsc.gov.au/lexicon-gender>

Workplace Gender Equality Agency (WGEA) – Designing Equitable Remuneration Policy

<https://www.wgea.gov.au/tools/designing-equitable-remuneration-policy>

Male Champions of Change - Building a Gender-Balanced and Inclusive Presence

<https://championsofchangecoalition.org/wp-content/uploads/2017/11/Test-the-Messages-You-Project.pdf>

Gender-neutral language

<https://www.abc.net.au/education/learn-english/whats-gender-neutral-language-and-why-is-it-important/10879990>

Male Champions of Change – Backlash and Buy-In, Responding to the Challenges in Achieving Gender Inequality

<https://championsofchangecoalition.org/wp-content/uploads/2018/07/MCC-CEW-Backlash-and-Buy-in.pdf>

Additional Resources

How to be an active bystander

<https://www.vichealth.vic.gov.au/media-and-resources/publications/bystander-research-project%20>

OurWatch - Practice guidance: Dealing with backlash

<https://workplace.ourwatch.org.au/resource/practice-guidance-dealing-with-backlash/>

Harvard Kennedy School – Women and Public Policy Program – Ten Evidence-Based Practices for De-Biasing the Workplace

https://scholar.harvard.edu/files/iris_bohnet/files/ten_evidence-based_practices_for_de-biasing_the_workplace_final.pdf

University of Massachusetts Amherst - Center for Employer Equity

<https://www.umass.edu/employmentequity/what-works-evidence-based-ideas-increase-diversity-equity-and-inclusion-workplace>

Case Studies

City of Casey, Victoria

The City of Casey in Victoria is located 35 kilometres south east of Melbourne's CBD, covering 410 square kilometres. Casey is one of the fastest growing cities in Australia and has more residents than any other Victorian municipality with a population of over 350,000 and a workforce of over 1,800, 70 per cent of which is female. The City of Casey has a young, culturally diverse community, with nearly 40 per cent of residents born overseas and a high proportion of under 18s. Casey is currently achieving the Gender Balance target in their executive team.

The City of Casey has had a longstanding commitment to promoting gender equality and preventing family violence. Key learnings from their work in this space, together with evidence linking gender inequality and family violence, has led to bold and innovative Gender Equality and Family Violence Prevention Strategies and Action Plans. The City were the first amongst a small number of Councils to begin to address the issue from 2004. Since this time, a number of initiatives have progressed for gender equality and to prevent violence against women.

The Plan

The City launched a Gender Equity Action Plan in 2018 which will operate until the end of 2021. The Plan has focused on advancing gender equity within the organisation and in the design and delivery of the council's services and programs. The priority areas for the Plan have been to ensure diverse women are actively engaged in council leadership and decision-making, that the council has a workplace culture and structure that promotes gender equality and challenges discrimination, and to ensure gender equity is integrated in existing policies, plans, programs, services, and infrastructure.

An influencing factor in developing the Plan was the 2015 Victorian Royal Commission on Family and Community Violence against Women which put an emphasis on the safety of women both in the community and in the City's workforce. Initial activities focused on external community service gender equality and prevention programs, and now there is also priority for Casey's workforce. This commitment is illustrated through the creation of two part time staff roles to specifically support gender: Domestic Violence Prevention Officer and Gender Equality Officer.

Champions for Change

The City of Casey runs a 'Champions for Change' program where they recruit and train volunteers from across all levels and sections of their workforce to champion gender equity, diversity, and safe workplaces. The City started with a small cohort of 14 people through a funded program, but it has now expanded to have 60 Champions including women and men from administrative through to executive roles. Champions are trained in gender equality to be 'active bystanders' who call out sexist behaviour and to support those experiencing family violence. Champions have quarterly meetings across the organisation, can participate in gender-related projects including events, contribute to action plans and strategies, and are being harnessed to support the new Gender Equality Act.

Progress is being made at the City with discussions of gender becoming more commonplace and staff more regularly consulting Gender Equality and Family Violence Officers to apply a 'gender lens' to programs, policies and workforce planning. An example of this is the gender analysis tool that was developed for the COVID 19 pandemic response. These officers have been supported by the City's executive through fortnightly meetings with the executive leadership team to discuss gender-related workplace issues while these are highlighted in staff communications. Considering gender in work practices and outcomes is becoming normalised within the council. Other areas that Casey is looking at include creating pathways for female staff through mentoring opportunities and making leadership positions more equal and accessible.



City of Casey's Champions for Change



200 staff members taking part in a reflection for City of Casey's 'Respect Women: Call it Out' campaign

Reporting

In February 2020, the Victorian State Government passed the Gender Equality Bill and established the Commission for Gender Equality in the Public Sector.

This required– all Victorian local governments to report gender data and progress on gender equality to the Commission from the next financial year. The Commission provides support to local government through resources, templates and guidelines on their website and information sessions in roadshows.

The City of Casey is preparing to collect more robust data on gender in its workforce in April and May of 2021 for its first report to the Commission with a particular focus on the management pipeline and in the gender diversity traditionally male- and female-dominated roles. As part of the report, the City will Part of this will consider gender responsive budgeting, gender impact assessments for all new programs and policies and hiring external consultants to audit the City's progress in gender equality Once completed, the City will have a more comprehensive picture of gender in the workplace, will review its 2018-2021 Plan, and develop a more informed Gender Equality and Family Violence Prevention Strategy and Action Plan.

City of Vincent, Western Australia

The City of Vincent is one of Perth's most densely populated and multicultural localities with almost 40,000 residents. It maintains a broadly balanced workforce that is 53 per cent female to 47 per cent male and is working towards gender balance in its executive team. Its journey towards gender balance in leadership has been influenced by its community and the selection and direction of elected members, while organisational policies and systems, through strategic support from the executive leadership team, has assisted in the City's journey toward facilitating gender diversity.

Both the elected Council and the local government workforce have become more diverse over the past decade, which reflects Vincent attracting younger generations who place a high priority on diversity and inclusion. The City's community has wanted a progressive local government which reflects its diversity and values including gender equity, LGBTQ+ inclusivity, indigenous reconciliation, and support for multicultural interests. The City's senior executive team has championed diversity and the empowerment of women in leadership positions within their workforce.

David MacLennan joined the City of Vincent as CEO in 2018 and is a champion for gender equity. One of his first initiatives as CEO was to expand the Executive Management Committee which ensured a better gender balance in the key decision-making forum impacting the organisation. A three-month rotating staff member position was also created to enable senior male and female staff members to participate in executive management decision making. This provides professional development opportunities for management staff seeking to develop their career and contribute to whole of organisation initiatives.

The Pipeline

The City of Vincent aims to attain and maintain gender balance in its senior management team through a management pipeline that balances incoming female and male managers. This pipeline currently includes 44 per cent female managers and 62 per cent female team leaders. The City actively encourages female staff to act in these roles to build their confidence and experience in management while encouraging them to apply for promotions and career opportunities.



City of Vincent CEO, David MacLennan with Nyoongar Outreach Services CEO, Maria McAttackney

Mentoring

Providing this support and encouragement to female staff is an important element of the City's strategy particularly for women who may be more reluctant to apply for promotions and opportunities than men. Staff are now also invited to take part in a mentoring group involving five Perth inner city local governments as both as mentors and mentees. The group supports and encourages female emerging leaders.

The City is pushing toward achieving true gender balance in leadership into the future through executive leadership that provides encouragement and opportunities for women and develops an inclusive and diverse workforce.

Isaac Regional Council, Queensland

Isaac Regional Council serves a permanent population of almost 21,000 across 58,708 square kilometres of Queensland’s central coast where the region’s largest employer, the resource sector, influences the size and diversity of the community. While 48 per cent of the local government’s 463 full time workforce equivalent are female, the executive leadership team is currently all male, but the organisation is actively working to change this. A growing pipeline of female managers and team leaders and is setting the foundation for a future senior leadership team with greater gender diversity. This includes having female managers and team leaders working in traditionally male-dominated areas of operation including parks and recreation, infrastructure, and waste management.

Isaac Regional Council is led by a female Mayor and female-majority Council including six females and two male elected members. Many of these were elected unopposed at the last election, and the local government credits this stability with bringing the stability required to implement its gender framework.

Top-Down Change

Isaac Regional Council’s CEO, Gary Stevenson, decided to tackle the issue of male dominance at the top three tiers of management at the organisation in 2016 when the male-skewed gender imbalance in managerial roles contrasted with a female-dominated Council. Staff were consulted about the issues that were preventing women within the organisation being employed at managerial and executive levels, resulting in a five-year plan with actions on diversity, gender balance, and equal opportunity in the workplace.

This included the formation of a Women in Local Government Working Group tasked with implementing recommendations from ALGWA’s 2004 National Framework for Women in Local Government.

The Working Group consisted of 11 female staff from various areas of the business and levels of seniority tasked with reviewing the organisation’s principles and practices relating to gender balance, conducting research and making recommendations on internal initiatives that could contribute to gender balance, and reporting to Council on addressing gender balance in senior management. The group undertook staff surveys to identify barriers and opportunities and conducted interviews with around 100 staff members to see how these could



Women in Isaac Regional Council’s outdoor workforce

be addressed. Their findings were compiled in a report with 13 recommendations which were subsequently approved by Council. The Working Group soon became an Advisory Committee that set about implementing the recommendations and as of April 2021 all but one of these recommendations have been completed, with the final objective on track for completion in coming months.

Flexible Workplaces

Some of these changes have been to policy to build better flexibility for all staff in the workplace. Many of these flexible workplace policies were addressed and tested during the COVID-19 pandemic which itself helped in achieving some of the organisation’s flexibility targets.

These included the development of a policy around breastfeeding in the workplace, one for children in the workplace, and giving women assurances that their positions would be retained on return from maternity leave. The introduction of these policies gave staff the confidence to take leave for family reasons, feeling they would be supported when they returned to work. The organisation has since been able to retain more staff returning to the workplace after having children and has built a more harmonious culture and space for women to return to work.

The Interview Process

Isaac Regional Council has found that many more men apply for positions during recruitment phases than women, even though at times women were found to be stronger candidates. In response, the Council undertook a review of position descriptions throughout the organisation to ensure they were gender neutral while a gender bias evaluation of recruitment processes was conducted. The HR team decided to include more information about the benefits and opportunities related to flexibility in the workplace on job descriptions for advertised roles. This meant that interviewees, particularly women, did not have to ask for that information during the interview where there may be a perception that asking about flexible work would negatively impact the prospects of an applicant in the selection process. Feedback from applicants confirmed they felt more informed on positions and confident going into interviews. These flexible opportunities were extended to male staff with the assurance of parental leave being available to new fathers.

The organisation reports that it currently has a healthy gender balance across the organisation with a mix of male and female staff in traditionally male-dominated roles including those in the engineering and outdoor workforce.

This has been demonstrated outwardly to the community through the men and women working for the Council in field worker roles. While the prominent resources sector poses challenges for retaining staff as a competitive employer, it also attracts highly skilled and gender diverse staff to the region, particularly in STEM areas, as the resources sector has done a lot of work itself in improving gender balance. This has had flow on effects for the organisation in terms of its ability to employ women with engineering, trade, and outdoor workforce experience.

Future Pipeline

Looking into the future, the organisation has just recruited a new CEO, Jeff Stewart Harris as an internal promotion in the wake of the upcoming retirement of Gary Stevenson. The incoming CEO has been leading the cultural leadership program at the organisation which over one third of staff have completed, ensuring that leadership pathways are being established. The Council is confident that the incoming Chief Executive will build on the organisation’s positive culture and develop greater opportunities for its diverse workforce under strong, inclusive leadership. The Council is now looking to improve workforce planning which was delayed by the pandemic- with a particular focus on developing existing staff and creating a secure management pipeline into the future.



Senior Water Operator Marie Jones and Water and Wastewater Operator Anthony Weller

Snowy Valleys Council, New South Wales

Snowy Valleys Council is a rural local government covering 8,960 square kilometres of the western slopes of New South Wales’ Snowy Mountains with a population of 14,395. Of the government’s 270 strong workforce, 44 per cent are women, 47 per cent of whom work at manager level or above. The organisation is currently achieving gender balance in its executive team with two female and two male staff on the executive, led by a male CEO.

Snowy Valleys Council is also headed by a gender balanced Council with five male and four female elected members, though has a broader history of diverse leadership. This has included a strong female indigenous leader as Mayor and community leaders across various roles and groups including the ‘Local Leading Ladies’ group whose members still contain many diverse female representatives from across the community. Local woman Natalie Randall was acknowledged with a Regional Women’s Award recently for her work as President of the Tumut Regional Chamber of Commerce and her contribution to bushfire recovery in the region.

Community Representation

Having gender balance within both the elected body and the senior management team is reflective of the Snowy Valleys community promoting a visible culture of diversity and gender equity. The Council’s senior management works closely with community groups and fosters open conversations within the community which influences the way the organisation operates. Gender equity has been part of the Council’s community strategic plan in the consideration of gender and diversity as a resourcing opportunity rather something achieved through targeted projects or strategies.

The Gender Divide

Staff at Snowy Valleys Council are still typically grouped into traditionally gendered roles, however. 95 per cent of children’s services staff are women, for example, while 90 per cent of outdoor workers from roads and bridges to parks and gardens are male. To challenge this trend, Snowy Valleys is working to encourage women to enter non-traditional roles. The organisation is actively promoting its entry



A Snowy Valleys Council trainee project manager and her supervisor in the field

level apprenticeship, traineeship, and cadetship programs to attract more young females to enter its workforce. It has recently engaged a female trainee project manager who is working under the supervision of a female project officer (pictured) as part of this effort, and the partnership is already benefiting both the staff and Council. Such showcasing of women working in non-traditional roles such as those in the outdoor workforce is a continuing development in the organisation’s effort to improve its gender balance across the workforce.

Snowy Valleys Council is also supporting this diversity at the elected level. The Council, alongside LGNSW, is supporting a series of community information sessions to encourage more women and younger people to stand for New South Wales’ upcoming local government elections.

Having a ‘Board’ that is diverse influences the way senior management is structured and the decision-making process, and the Council sees encouraging diverse people to stand for election as beneficial to both the organisation and

community. The Council also aims to represent its diverse community which includes a strong indigenous population.

Organisational Culture

Snowy Valleys Council has been working towards creating an organisational culture based on dignity and respect by developing a workplace where employees have a safe and healthy work environment, free from discrimination, bullying, harassment, or violence and where they are treated with dignity and respect. This culture has a focus on gender equity, flexible work, and the development of a positive workplace. The senior management team is made up of progressive professionals who view flexibility, innovation, and inclusiveness a given in any contemporary workplace, and in this way the organisational culture has developed naturally and flexibly.

Flexibility

The COVID-19 pandemic has led to a more flexible workplace for Snowy Valleys Council, with staff moving into flexible work arrangements that have endured with the requisite support of the organisation. Staff were rewarded after a difficult 2020- including its 2019/20 bushfires and pandemic response- with a two-week Christmas shutdown to recognise the time staff needed with their families and friends, with further flexibility in late January for staff with children starting school. These flexible workplace practices have helped provide a work environment that supports female staff particularly to develop and balance their careers.

City of Charles Sturt, South Australia

The City of Charles Sturt is a large metropolitan local government based in the western suburbs of Adelaide with a multicultural population of over 110,000 people representing over 100 cultural groups. 45 per cent of the City's 522 employees are female and the senior management team is well represented by women and men. The executive leadership team is achieving the gender balance target of 40:40:20 and for several years has had an equal split between men and women in leadership positions. The City's former long-term female CEO was a strong role model for female staff and the City has since seen a stronger representation of females in senior roles. The City has a female Mayor and is supported by an executive team led by a progressive male CEO, supportive of women in leadership and greater diversity in the workforce.

The General Manager of Corporate Services, Donna Dunbar, has worked at the City of Charles Sturt for 40 years since entering the organisation in a clerical position. When Donna started, no women were working in leadership or managerial positions, with all team leader roles filled by male staff. She has had the unique opportunity of seeing the organisation work towards gender balance and began seeing this shift in the late 1990s when more training and professional development opportunities were made available to female staff.

Flexible Work

The introduction of flexible work has strengthened women's ability and confidence to take on senior positions, and the City is supportive of part-time and flexible hours in senior roles. Not reserved for senior management alone, many teams in the greater workforce balance their FTE staff with multiple part-time staff positions to cater to those with family and personal obligations.

With COVID-related restrictions necessitating a move to more flexible working conditions, the City has since decided to maintain these flexible arrangements in its entire workforce, providing staff members with a platform for input into how they work. Many female staff members have decided to maintain a mixed schedule of work-from-home and in-office work which saves on commuting time and allows a better balance of home duties, for example. Flexible work in terms of starting hours and days has also been introduced for field or outdoor workers to be inclusive of non-office workers as well.



Challenging Gender Roles

Staff roles at the City tend to be gendered, and this is something the City is actively challenging. A greater percentage of female staff work in library and community service roles, while more male staff work in outdoor and technical roles, for example. The City has an ageing, predominantly male workforce, with a large proportion of the outdoor workforce being males of 55 or older. The City has taken this as an opportunity to encourage more younger females to enter the workforce in such non-traditional positions. The City is actively engaging with local high schools to encourage girls to consider an entry level career in local government outdoor or 'field' roles to both encourage women to enter these non-traditional roles while also replenishing an ageing workforce.

Senior management is also affected by these traditional imbalances, with Corporate Services being led by a female leader with all female managers and Asset Management Services being led by a male leader with an all-male team. Career pathways have generally seen senior staff moving up the 'chain' in their own division or portfolio, leading gender imbalances within divisions. To challenge this trend, the executive leadership team has managers take on secondments or acting roles in other divisions within the local government. With the role of Manager of Field Services being historically filled by males and the current manager being on leave, the City has taken the opportunity to temporarily fill the position with a female manager from the Corporate Services team with an IT background so that they can broaden their expertise in another technical area.

Career Pathways

Not only focused on senior leadership though, the City has also focused on supporting the broader workforce through upskilling and the provision of career pathways to managerial positions. This support has included the building of a healthy workplace culture and of resilience in staff themselves. With the City making positive gains for gender

balance in its workforce right up to its leadership teams so far, it is now looking at fostering greater diversity in cultural and disability representation to have a workforce that more accurately reflects its community.



MEETING DETAILS	Corporate, Governance and Financial Services Standing Committee Tuesday 10 August 2021
AUTHOR	Darren Fettell
AUTHOR POSITION	Director Corporate, Governance and Financial Services

6.1

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES INFORMATION BULLETIN – JULY AND AUGUST 2021

EXECUTIVE SUMMARY

The Corporate, Governance and Financial Services Information Bulletins for July and August 2021 are provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee:

1. *Note the Corporate, Governance and Financial Services Information Bulletin for July and August 2021.*

BACKGROUND

The attached Information Bulletins for July and August 2021 provides an operational update for Committee review on the Corporate, Governance and Financial Services Directorate.

IMPLICATIONS

Any specific implications or risks will be outlined in the Information Bulletin.

CONSULTATION

Corporate, Governance and Financial Services Staff.

BASIS FOR RECOMMENDATION

This is an information only report.

ACTION ACCOUNTABILITY

Information only report.

KEY MESSAGES

Operational update to Elected Members.

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

Report prepared by:

DARREN FETTELL
**Director Corporate, Governance and Financial
Services**

Date: 4 August 2021

Report authorised by:

JEFF STEWART-HARRIS
Chief Executive Officer

Date: 5 August 2021

ATTACHMENTS

- Attachment 1 – Corporate, Governance and Financial Services Information Bulletin – July 2021
- Attachment 2 – Corporate, Governance and Financial Services Information Bulletin – August 2021

REFERENCE DOCUMENT

- Nil

DATE: July 2021

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

DIRECTORATE HIGHLIGHTS

With the greatest of respect, the Corporate, Governance and Financial Services Directorate, through the CGFS Management Team wishes to acknowledge the contribution of Councillor Lyn Jones, and support Council's expression of sympathy to her family and friends.

In particular Councillor Jones' involvement and influence through the CGFS Standing Committee will live long in our memories.

From a Directorate perspective the key activities or areas of focus would include:

- Progress the development/enhancement of the Business Continuity Plan with stakeholders following adoption by ELT late May 2021 (foundational version), finalising attachments and administrative issues.
- Progression of IT Business Continuity Plan
- Managing BMC support for increasing number of projects and activities across Council
- Reviewing terms of reference and purpose of Procurement Compliance Review Group to manage increasing demand on procurement and assist with education and engagement with all areas of Council
- Continuing preparation for preparation of annual financial statements and external audit
- Continuing with Enterprise Risk Management Strategic and Operational Risk Registers
- Progression of asset class asset management plans with Officers across the Council having been identified to assist in development, along with continuing improvement of asset data in asset registers.
- Continuing Disaster Management preparedness

From a Directorate perspective the key issues or risks we are aware of would be:

- Continuing pressure on Procurement and BMC teams
- Increasing demands on service delivery from internal and external activities
- Continuing management of revenue and reserves through frugal budget and potential impacts from progression of legacy issues.

BRAND, MEDIA & COMMUNICATIONS DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

- Budget media release, talking points and social media promotion.
- St Lawrence Wetland Weekend.
- Get Ready promotion.
- COVID-19 Mayor video and communications.
- Mackay Isaac Tourism Our Isaac promotion and media event.
- Clermont Community Business Group meeting.
- Clermont Health town hall meeting communications and letter to QLD Health Minister.
- Ellensfield Road statements and media – continued.
- ALGMA Advocacy documentation and letter of motion.
- Production and delivery of four Clermont Rags.
- Eight Community Newsletter Advertisements and Isaac News.
- Ongoing 2021 Mayor's Charity Ball communication planning and delivery.

Other key achievements for May:

- 12 general media releases issued in June 2021.
- 31 public notices in June 2021.
- 10 media inquiries in May 2021.

Facebook

- 9,562 Page likes. An increase of 805 from last month.

Instagram

- 1045 followers up from 1018 followers.

Twitter

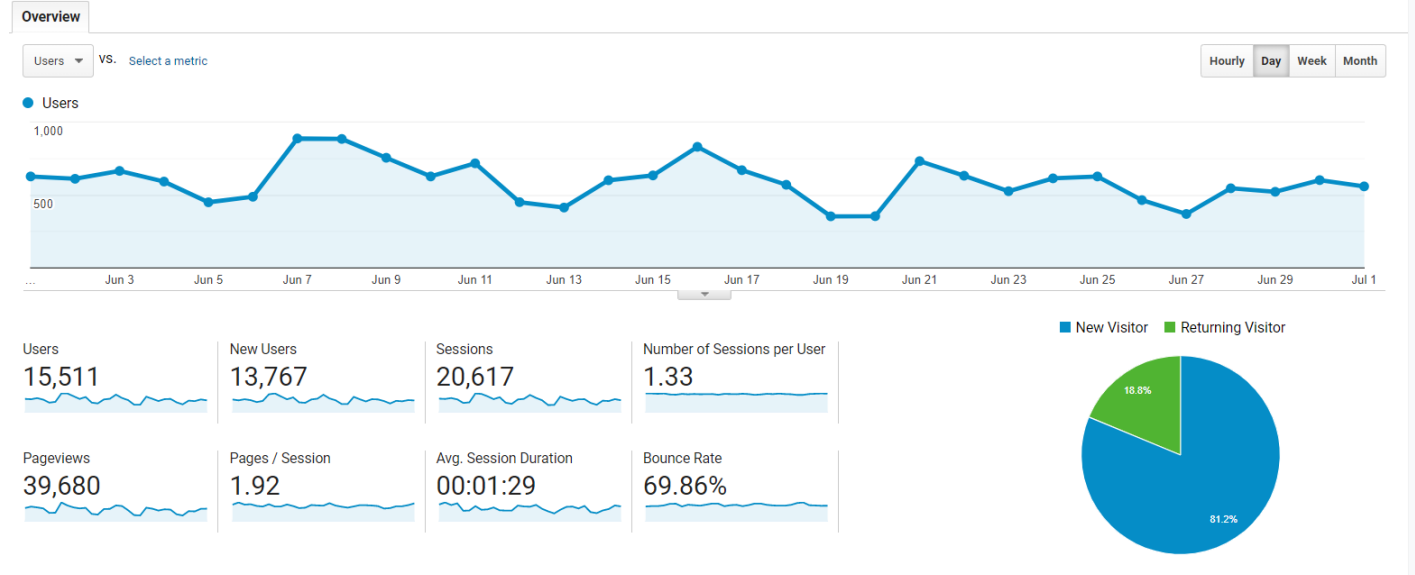
- 572 followers no growth.

LinkedIn

- 4, 312 followers an increase of 102 followers since June 2021.

INFORMATION BULLETIN

Page views to www.isaac.qld.gov.au



Page	Pageviews	% Pageviews
1. /	4,851	12.23%
2. /about-council/employment	1,537	3.87%
3. /community/wetlands-weekend	1,412	3.56%
4. /about-our-region/carmila	1,164	2.93%
5. /environment-water-waste/waste-management-facilities	1,105	2.78%
6. /contact-us/home	932	2.35%
7. /about-our-region/the-peak-range-national-park	524	1.32%
8. /library-arts-and-culture/home	498	1.26%
9. /about-our-region/st-lawrence	441	1.11%
10. /planning-scheme-documents	409	1.03%

[view full report](#)

FINANCIAL REPORT:

Not applicable

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATIONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not Applicable

NEXT MONTH'S PROGRAM:

- Shop Isaac – Community Rebrand due to Intellectual Property challenges – Info brief coming to Council.
- Production and delivery of four Clermont Rags.
- Twin Hills Drylands to High Hopes event.

- Tony Kenny Memorial Cup speech for Cr Austen Clermont.
- 4 NAIDOC events - Moranbah, Clermont, Dysart and Middlemount.
- Men's Day with Michael Kasporwich – St Lawrence.
- First 5 Forever pop ups.
- Middlemount Race Day speeches.
- Eight Community Newsletter Advertisements.
- Ongoing Planning Scheme Webpage updates.
- Advocacy document refresh with the Office of the Mayor and CEO.
- Ongoing 2021 Mayor's Charity Ball communication planning and delivery.
- Development of BMC job tracking system and calendar.
- Internal training in the JADU platform to assist with web uploads as part empowering staff to self-help with web requests.
- Councillor social and traditional media training.

SHOP ISAAC UPCOMING CAMPAIGNS

BRAND REFRESH CAMPAIGN - JULY -AUGUST 2021

BRIEF:

The Shop Isaac logo needs a rebrand. To get community onboard and re-energise the program, we will be conducting a logo design competition. The competition will go out to businesses, residents and local schools to get everyone onboard with providing input in to the new design. The competition will be narrowed down to 2 choices by a panel of Council staff and stakeholders, and then the community will vote for their favourite logo. The winner will receive a \$500 Shop Isaac gift card and have their design turned in to a digital logo for use on all the existing Shop Isaac collateral.

TIMELINE:

July week 2: Communicate the two upcoming campaigns to local Shop Isaac businesses and prepare them with the relevant collateral to promote the competitions.

July Week 3: Go public with the competition and run for 2 weeks.

August Week 1: Get the community to vote for their favourite design and announce winner and communicate the outcomes to Shop Isaac businesses.

Responsible council departments

E & P, BMC

Note this is not changing the entire program, it is simply a new face for the existing successful program.

SHOP ISAAC AND WIN CAMPAIGN

BRIEF:

To re-energise local spending and increase community awareness we are running a shop and win competition. Participants will be encouraged to share a photo and tag the local business. Four weekly winners

will be drawn at random and receive a \$500 Shop Isaac gift card for themselves and the business they nominate. The winning businesses will also receive a social media spotlight on Isaac Regional Council's Facebook page. All other Shop Isaac businesses will be asked to share a profile piece and photo telling the region why they love doing business in Isaac.

TIMELINE:

August week 2: Communicate the campaign to local Shop Isaac businesses and prepare them with the relevant collateral to promote the competition. Go public with the competition and run for 4 weeks.

September week 2: Close the competition, take photos with businesses and community winners announcing this on Facebook.

September week 3: Feedback on campaign outcomes to be shared with all participating Shop Isaac businesses.

Responsible council departments

E & P, BMC

DEVELOPING INITIATIVES / ISSUES:

- Ellensfield Road issue is currently gaining Federal Government attention with further impacts likely to be felt.
- COVID-19 communications regarding the vaccine and exposure sites is likely to ramp up the next few months.
- Isaac publications and Clermont Rag review is in progress with a report to go to Council outlining the planned roll back of Councils publications now that we have a new starter in Clermont.
- External website quotes received, and planning has begun to move content to a back-up site.

CONTRACTS AND PROCUREMENT DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

01/06/2021 - 30/06/2021	OCEO	CGFS	E & I	W & W	PECS
Awarded Tenders	0	0	0	0	0
Active Tenders	0	1	0	0	4
In progress Tenders	0	6	18	5	1
Awarded RFQ's	0	0	5	2	2
Active RFQ's	0	0	5	4	5
In progress RFQ's	3	3	30	7	4
Active - out to market or under evaluation In Progress - specification under development					

- End of Month stock takes completed.
- Revised Authority forms for Tenders, Quotations, Requisitions and Exceptions.

Purchase Requisitions Released		
Month of: (01/06/2021 – 30/06/2021)		June 2021
Value of Purchase Requisitions processed		\$6,669,481.79
No. Purchase Requisitions Released		696
Requisitions Suspended		8
Exceptions Raised	17	\$106,451.42
Variations Raised	19	\$736,435.83

Note;

The Exceptions include; Trade Accounts with local hardware suppliers. These exceptions are in place while the RPQS panel arrangements are finalised. ~\$65k across 6 vendors.
Various performers/activities relating to the St Lawrence Wetlands Weekend.

The Variations include; Rural Roads Rehabilitation - \$191k for bitumen seal (externally funded).
Rural Roads Rehabilitation - \$190k for stabilisation works (externally funded).
MBH Landfill Rehabilitation - \$128k for additional clay.

PREVIOUS MONTH'S ISSUES:

- Workload has escalated dramatically in last couple of weeks as Directorates are attempting to close out projects before End of Financial Year.

FINANCIAL REPORT:

- Consolidation of cost centres for FY21/22 to be Hub based instead of Town based. This will result in 4 cost centres instead of 8 for the Contracts and Procurement Team.
- Budget was reduced in line with request to revise mainly from PPE and Freight. Overall expenditure is still under budget.

OPERATIONAL PLAN:

- Procurement Compliance Review Group – terms of reference under revision – will expand scope and inform Audit and Risk committee.
- RPQS Panel arrangements currently out to market for trade suppliers.
- Cleaning tender is under evaluation.

ORGANISATIONAL DEVELOPMENT PLAN:

- Preliminary discussions held on the Next Gen Ecosystem (high level functionality) between Local Buy and IRC representatives from ICT and C&P teams.

- Assist IRC staff in navigating procurement compliance requirements (ongoing).

NEXT MONTH'S PROGRAM:

- Doing Business with Council short video presentation - combined effort with Economy and Prosperity, BMC.
- Forward planning for FY21/22 workload by directorate.
- RFT's for Pest Control, Clothing and PPE, Vehicle spares and tyres.
- RFQs for gravel resheeting, wet hire and dry hire for Road maintenance program.
- Procurement Procedure revision (flow charts of steps taken).
- Purchase Order Terms and Conditions.
- Continue to work on Internal Audit findings and resulting actions.

DEVELOPING INITIATIVES / ISSUES:

- Warehouse investigating use of stock reservations and pick slips, with defined hours of order collection.

FINANCIAL SERVICES

PREVIOUS MONTH'S ACHIEVEMENTS:

- FBT Compilation.
- Compilation, finalisation and presentation of budget and required reports for Council adoption.
- FRAMME model update and review.
- Rates reminder letters issued.
- Ongoing Asset capitalisation.
- Initial works for EOFY / financial statement preparation.
- Finalisation and submission of Position paper on consolidation of controlled entities.

PREVIOUS MONTH'S ISSUES:

Nil

FINANCIAL REPORT:

Budget adopted 30 June 2021.

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Strategy (i.e. C5)	Service Area	Description	Highlight/Exception, including explanation
G3	Financial Asset Management	Pursue financial sustainability through effective use of Council's resources and assets and prudent management of risk	Depreciation methodology and estimates reviewed through valuation and audit applied.
G5	Long Term Financial Forecast	Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community in order to continuously improve.	Monthly Financial statements required under regulation. Quarterly budget reviews undertaken.

NEXT MONTH'S PROGRAM:

- Preparation of Audit and Risk reports.
- Finalisation of Buildings revaluation.
- Ongoing Asset capitalisation.
- Initial works for EOFY / financial statement preparation.
- Review of Insurance renewal information.
- Manager Financial Services on leave 1 July – 16 July. Susan Martin Acting Manager.

DEVELOPING INITIATIVES / ISSUES:

Not Applicable

GOVERNANCE AND CORPORATE SERVICES DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

- 2021/22 Annual Operational Plan adopted.
- 4th Quarterly performance report on 2020/21 Annual Operational Plan being collated.
- Preparations for the next Audit & Risk Committee –27 July 2021.
- Business Continuity Plan adopted by ELT late May 2021 (foundational version), finalising attachments and administrative issues.
- Administered several Right to Information Applications.
- Progressed the review of organisational policies for review/readoption.
- Continued to progress Enterprise Risk Management Strategic and Operational Risk Registers.
- Review of Corporate Policy Register, with significant updates to Policies being progressed.

PREVIOUS MONTH'S ISSUES:

- Ongoing advice and facilitation of governance matters such as policy development, reviews, procedural issues, etc.
- Ongoing management of legal matters, many reactive matters progressed and resolved.
- Ongoing management of Right to Information applications and internal reviews, Administrative Actions Complaints and related matters.

FINANCIAL REPORT:

Not applicable

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not Applicable

NEXT MONTH'S PROGRAM:

- Progress Corporate Plan project in line with Council direction, specifically the community engagement for the Interim Corporate Plan. Planning for the Corporate Plan proper will commence shortly.
- Progress Internal Audit Plan, including review of Plan for re-adoption.
- Progress/finalise the awareness plan for the Fraud and Corruption Control Framework and Control Plan.
- Progress the development/enhancement of the Business Continuity Plan with stakeholders.
- Reconcile the 2021/22 Departmental Business Plans with the final budget.
- Continue facilitation and monitoring of the Strategic and Operational Risk Registers.
- Progressing long term project of maintaining a Critical Instruments Register.
- Progress Audit & Risk Committee actions and Internal Audit Plan.
- Facilitate rollout/implementation of the new *Human Rights Act 2019*.
- Review and drafting of several Corporate Policies.
- Continue to liaise with internal and external stakeholders to finalise various agreements and legal matters.

ORGANISATION DEVELOPMENT PLAN OR CAPITAL PROJECTS

ODP Project Name	Status Update
G2.1 Establish integrated planning framework document	Planning In progress
G5.2 Establish strategic and operational risk register	Completed, pending establishment of system for reporting/monitoring
G5.3 Establish risk management procedures and reporting regime	In place, however evolving

G5.4 Adopt hierarchy of operational risk registers and incorporate into business plans	Annual process as part of business plan development
G6.1 Establish organisational performance management framework	In progress
G6.2 Implement high level organisational performance reporting	Performance reporting occurring with quarterly updates of AOP, improvements to be identified for across organisation
G21 Critical Instruments	Project underway. Capturing base information ongoing
G22.1 conduct annual statutory compliance audit	Internal Audit completed 2018/19. Ongoing review.

DEVELOPING INITIATIVES / ISSUES:

- Reviewing online options to facilitate governance and compliance initiatives – delegations, policies, risk registers.
- Assisting with rollout and enhancement of IRIS – Council's Intranet.

INFORMATION SOLUTIONS DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

- Clermont, Dysart and Middlemount upgraded to MS Teams sites.
- Recruitment for the Snr ICT Officer role was successful – Thomas Ross scheduled to start July 12.
- New public-access computers rolled out at libraries in Moranbah and Dysart.
- New network cabling installed in the ELT wing of the Moranbah Admin building.

PREVIOUS MONTH'S ISSUES:

Nil

FINANCIAL REPORT:

Not Applicable

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATIONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not Applicable

NEXT MONTH'S PROGRAM:

Project Name/ Description	Start Date	Scheduled End Date	Comments/Exceptions
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Continue the SD-WAN rollout			
Continue Records audit of IT systems			

DEVELOPING INITIATIVES / ISSUES:

- Mobile computing.
- Teams rollout.
- Strategic review of business requirements for next five years.
- Business continuity planning.

STRATEGIC ASSET DEPARTMENT

PREVIOUS MONTH ACHIEVEMENTS:

- Work is in progress to undertake alignment of the Financial Asset Register (FAR) and the Operational Asset Register (OAR);
- Officers across the Council have been identified to assist in the development of Asset Management Plans (AMP) for each asset class; and
- A template (from the Institute of Public Works Engineering) will be used as a guideline for Asset Management Plans so that the Asset Class- Asset Management Plans across the Council have a similar structure.

PREVIOUS MONTH'S ISSUES:

Nil

FINANCIAL REPORT:

Financial expenditure is as per the budget.

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATIONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Strategy (i.e. C5)	Service Area	Description	Highlight/Exception, including explanation
I5	Asset Management Strategy	Develop an Asset Management Plan and Framework	Strategic Asset Management Plan was adopted by Council on the 16th of December 2020. Development of Asset Management Plans (AMP) for each asset class is in progress.
I5	Project Accountability	Develop a Project Accountability Gateways Framework	PAG 2020-21 process has been completed.

NEXT MONTH'S PROGRAM:

- Ongoing work will continue to align the Financial Asset Register and the Operational Asset Register;
- Work will continue across the Council to develop Asset Management Plans (AMP) for each asset class.

DEVELOPING INITIATIVES / ISSUES:

Software requirements for specialised asset management software are being reviewed.

ORGANISATIONAL SAFETY DEPARTMENT

PREVIOUS MONTHS ACHIEVEMENTS:

WHS Team

- The WHS improvement plan is being finalised for review by ELT.
- Workshop for WHS committees, very well received and some clear direction for the ELT.
- Check in Chat conducted with road crews at Nebo.
- Completed monitor activities, for noise, dust and vibration, recommendations to be reviewed.
- Conducted lighting audit on Moranbah administration building, actions submitted to facilities as there is rectification works.
- Revised the WHS Policy.
- Completed Payroll ICAM report and submitted to ELT for endorsement of actions.
- Deferred toolboxes to conduct a reset with the team.
- Recruitment has commenced for new safety advisor.

Disaster Management team

- Community engagement at Clermont show, competition drawn.
- Attended the St. Lawrence wetlands weekend.
- Attended LGAQ disaster management conference in Brisbane, excited to bring back ideas.
- The Burdekin and Haughton flood resilience strategy completed.
- Review of LDMP for IGEM conducted at district level.

PREVIOUS MONTHS ISSUES:

Nil

FINANCIAL REPORT:

Not Applicable

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not Applicable

NEXT MONTH'S PROGRAM:

Not Applicable

DEVELOPING INITIATIVES / ISSUES:

Issues:

- Capability assessment to be undertaken with respect to D&A testing.
- Advertised for permanent Safety Advisor role.

Report authorised by:

DARREN FETTELL

Director Corporate Governance and Financial Services

Date: July 2021

ATTACHMENTS

- Nil

TERM / ACRONYM	MEANING
AOP	Annual Operational Plan
CPA	Corporate Procurement Arrangements
EOI	Expression of Interest
NTT	Notice to Tenderers
PCRG	Procurement Compliance Review Group
RFI	Request for Information
RFT	Request for Tender
RFQ	Request for Quote
RPQS	Register of Pre-Qualified Suppliers
PR	Purchase Requisition
PO	Purchase Order
PSA	Preferred Supplier Arrangement
VFM	Value for Money

DATE: August 2021

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

DIRECTORATE HIGHLIGHTS

From a Directorate perspective the key activities or areas of focus would include:

- COVID-19 communications
- Continuing with Enterprise Risk Management Strategic and Operational Risk Registers
- Budget and PAG process reviews and planning for 2022/2023
- Continuing Disaster Management review and preparedness
- Implementation of Next Gen Ecosystem - Investigating Contract Management via VendorPanel, Investigating Spend Analysis via ArcBlue.
- Continuation works for EOFY / financial statement preparation
- Progression of Asset Management Plans (AMP) for each asset class with asset owners

From a Directorate perspective the key issues or risks we are aware of would be:

- Impacts from ongoing developments with COVID-19
- Management of resources with large organisational projects in addition to continuation of regular service delivery

BRAND, MEDIA & COMMUNICATIONS DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

- COVID-19 communications
- Mackay Isaac Tourism Our Isaac promotion gallery event
- Clermont Division 6 by-election communication
- Water charges brochure and communication plan
- MCC project communication plan
- SES recruitment campaign
- Clermont Naidoc celebration
- Shop Isaac logo redesign competition
- Annual Plan Content creation
- Newman Excavations race day and parade
- Spring De-Fox campaign
- Production and delivery of four Clermont Rags

INFORMATION BULLETIN

- Eight Community Newsletter Advertisements and Isaac News
- Ongoing 2021 Mayor's Charity Ball communication planning and delivery

Other key achievements for July:

- 6 general media releases issued in July 2021.
- 27 public notices in July 2021.
- 9 media inquiries in July 2021.

Facebook

- 9,595 Page likes. An increase of 23 from last month

Instagram

- 1045 followers

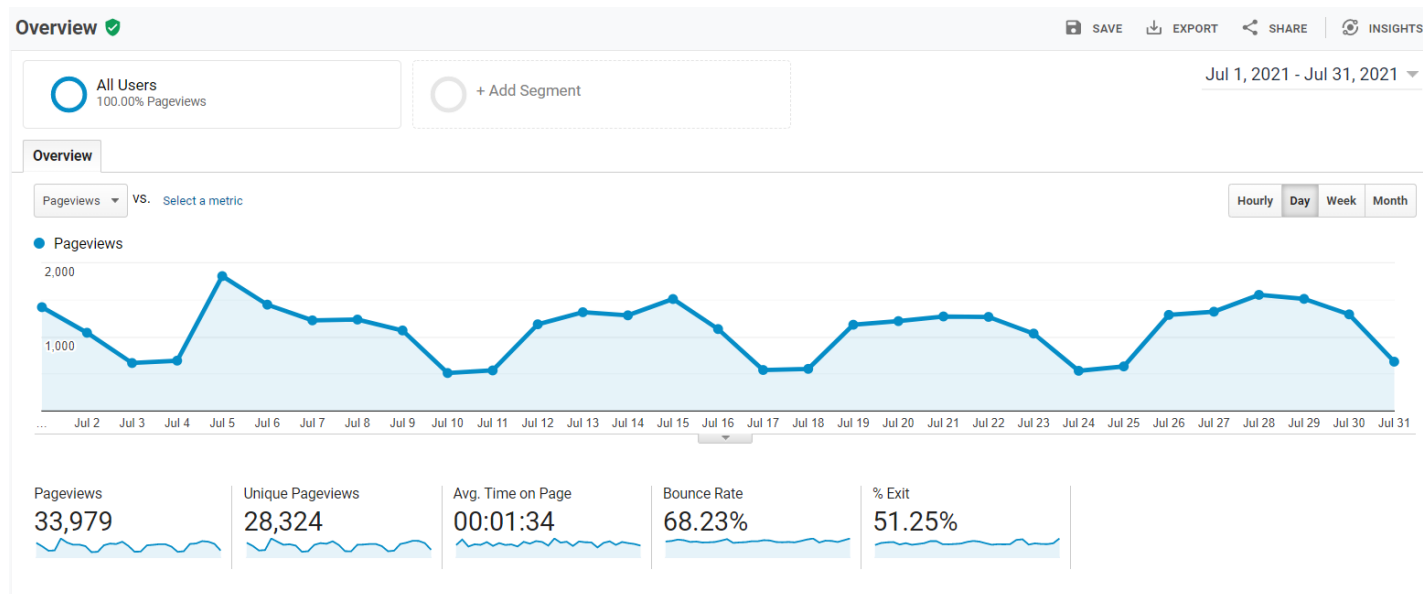
Twitter











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LinkedIn

- 4,312 followers

Page views to www.isaac.qld.gov.au



Page		Pageviews	% Pageviews
1. /		4,177	12.29%
2. /about-council/employment		1,317	3.88%
3. /environment-water-waste/waste-management-facilities		1,149	3.38%
4. /about-our-region/carmila		1,133	3.33%
5. /contact-us/home		884	2.60%
6. /about-our-region/st-lawrence		712	2.10%
7. /about-our-region/the-peak-range-national-park		624	1.84%
8. /planning-scheme-documents		376	1.11%
9. /about-our-region/moranbah		357	1.05%
10. /about-council/mayor-and-councillors		345	1.02%

[view full report](#)

FINANCIAL REPORT:

Not applicable

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATIONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not Applicable

AUGUST PROGRAM:

- Shop Isaac – Community Rebrand due to Intellectual Property challenges and new financial year shop and win campaign.
- Production and delivery of four Clermont Rags
- Legends of League promotion
- Spring De-Fox campaign
- 3 NAIDOC events -Moranbah, Clermont, Dysart and Middlemount
- First 5 Forever
- Eight Community Newsletter Advertisements
- Ongoing Planning Scheme Webpage updates
- Advocacy document refresh with the Office of the Mayor and CEO
- Website redesign early works
- Development of BMC job tracking system and calendar
- Internal training in the JADU platform to assist with web uploads as part empowering staff to self-help with web requests
- Councillor social and traditional media training

DEVELOPING INITIATIVES / ISSUES:

- COVID-19 communications regarding the vaccine and exposure sites is likely to ramp up the next few months.
- Isaac publications and Clermont Rag review is in progress with a report to go to council outlining the planned roll back of Councils publications now that we have a new starter in Clermont.

CONTRACTS AND PROCUREMENT DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

01/07/2021 - 31/07/2021	OCEO	CGFS	E & I	W & W	PECS
Awarded Tenders	0	0	0	0	0
Active Tenders	0	2	10	0	3
In progress Tenders	0	4	4	5	2
Awarded RFQ's	0	0	3	0	1
Active RFQ's	0	0	12	3	3
In progress RFQ's	3	5	29	0	5
Active - out to market or under evaluation In Progress - specification under development					

- Presentations of Next Gen software modules for Vendor Panel - Contract Management, Multiparty Evaluations, Analytics.
- Testing of Pick-slip functions within Tech1
- Functional review of software to develop content for Supplier Engagement completed (Doing Business with Council.)

Purchase Requisitions Released		
Month of: (01/07/2021 – 31/07/2021)		July 2021
Value of Purchase Requisitions processed		\$9,343,231.62
No. Purchase Requisitions Released		763
Requisitions Suspended		37
Exceptions Raised	18	\$190,122.48
Variations Raised	8	\$305,866.67

Note;

- The Exceptions include; Standing accounts for trade hardware suppliers. \$55k
 Renewals for recruitment software \$30k, Council information software
 \$11k
 Rental for WAN towers \$44k
- The Variations include; Rural Roads Rehabilitation - \$34k for bitumen seal works (externally funded)
 RMPC Stabilisation Part A - \$76k revised scope due to deterioration
 RMPC Stabilisation Part B - \$143k revised scope due to deterioration

PREVIOUS MONTH'S ISSUES:

- Local Preference - definitions are being tested under lease arrangements
- Approval required to revise the Administrative (Signing) Delegations to match Financial delegations for Directors to \$200k in line with LG regulations for Large Contractual Arrangements.
- Procurement Compliance Review Group – Terms of reference for the replacement committee/group are unresolved.

FINANCIAL REPORT:

- Consolidation of cost centres for FY21/22 to be Hub based instead of Town based.
- Continuing review and cleansing of stock including end of year processing resulted in the historical write off of \$9,373 of concrete pipes which could not be located. Investigations confirmed pipes had been utilised on the May Downs Road several years ago.

OPERATIONAL PLAN:

- Expanding catalogue of materials
- Assist IRC staff in navigating procurement compliance requirements (ongoing).
- Doing Business with Council short video presentation - combined effort with Economy and Prosperity, BMC.
- Procurement Compliance Review Group – terms of reference under revision – will expand scope and inform Audit and Risk committee.
- Moranbah Mezzanine Floor redevelopment to address safety issues.

ORGANISATIONAL DEVELOPMENT PLAN:

- Implementation of Next Gen Ecosystem - Investigating Contract Management via VendorPanel, Investigating Spend Analysis via ArcBlue.
- Warehouse Management - Investigating use of stock reservations and pick slips, with defined hours of order collection.
- Revise Procurement Procedure documentation (flow charts of steps taken)

NEXT MONTH'S PROGRAM:

- RFT's for Depot security and access, Nebo showgrounds canteen renovations.
- RFQs for gravel supply, wet hire of stabilising equipment, sealing services.
- Purchase Order Terms and Conditions

- Relocation of filters from Moranbah to Clermont or Nebo depending on where the plant/equipment is locate.

DEVELOPING INITIATIVES / ISSUES:

- BIF Act and Project Trust accounts – Information session to be held by McCullough Robertson.

FINANCIAL SERVICES

PREVIOUS MONTH'S ACHIEVEMENTS:

- Preparation and attendance of Audit and Risk committee
- Finalisation of Buildings revaluation
- Ongoing Asset capitalisation
- Continuation works for EOFY / financial statement preparation
- Finalisation of Insurance renewal information

PREVIOUS MONTH'S ISSUES:

Nil

FINANCIAL REPORT:

Budget adopted 30 June 2021.

DEVIATION FROM BUDGET AND POLICY:

Nil.

OPERATONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Strategy (i.e. C5)	Service Area	Description	Highlight/Exception, including explanation
G3	Financial Asset Management	Pursue financial sustainability through effective use of Council's resources and assets and prudent management of risk	Depreciation methodology and estimates reviewed through valuation and audit applied.
G5	Long Term Financial Forecast	Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community in order to continuously improve.	Monthly Financial statements required under regulation. Quarterly budget reviews undertaken.

NEXT MONTH'S PROGRAM:

- Review and update of a number of Finance policies
- Review, update and submission of QTC LTFF model
- Finalisation of Asset capitalisation
- Continuation of EOFY / financial statement preparation

DEVELOPING INITIATIVES / ISSUES:

Not Applicable

GOVERNANCE AND CORPORATE SERVICES DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

- 4th Quarterly performance report on 2020/21 Annual Operational Plan being collated
- Coordinated the next Audit & Risk Committee –27 July 2021
- Commenced collation of information, drafting and design of 2020/21 Annual Report
- Assisted with preparations for the Division 6 by-election, including the facilitation of the prospective candidate information sessions
- Participated as an evaluation panel member for the Pool Leases
- Progressed internal audit program actions
- Planning and internal discussions on the new Corporate Plan/Community Plan Project
- Administered several Right to Information Applications
- Progressed the review of organisational policies for review/readoption
- Continued to progress Enterprise Risk Management Strategic and Operational Risk Registers
- Review of Corporate Policy Register, with significant updates to Policies being progressed

PREVIOUS MONTH'S ISSUES:

- Ongoing advice and facilitation of governance matters such as policy development, reviews, procedural issues, etc
- Ongoing management of legal matters, many reactive matters progressed and resolved.
- Ongoing management of Right to Information applications and internal reviews, Administrative Actions Complaints and related matters

FINANCIAL REPORT:

Not applicable

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not Applicable

NEXT MONTH'S PROGRAM:

- Continue project planning for the Corporate Plan
- Progress rolling three year Internal Audit Plan, following discussions with Audit & Risk for Council adoption
- Progress/finalise the awareness plan for the Fraud and Corruption Control Framework and Control Plan
- Progress the enhancement of the Business Continuity Plan with stakeholders.
- Reconcile the 2021/22 Departmental Business Plans with the final budget
- Continue facilitation and monitoring of the Strategic and Operational Risk Registers
- Progressing long term project of maintaining a Critical Instruments Register
- Progress Audit & Risk Committee actions and Internal Audit Plan

- Facilitate rollout/implementation of the new *Human Rights Act 2019*
- Review and drafting of several Corporate Policies
- Continue to liaise with internal and external stakeholders to finalise various agreements and legal matters

Organisation Development Plan or Capital Projects

Organisational Development Plan

ODP Project Name	Status Update
G2.1 Establish integrated planning framework document	Planning In progress
G5.2 Establish strategic and operational risk register	Completed, pending establishment of system for reporting/monitoring
G5.3 Establish risk management procedures and reporting regime	In place, however evolving
G5.4 Adopt hierarchy of operational risk registers and incorporate into business plans	Annual process as part of business plan development
G6.1 Establish organisational performance management framework	In progress
G6.2 Implement high level organisational performance reporting	Performance reporting occurring with quarterly updates of AOP, improvements to be identified for across organisation
G21 Critical Instruments	Project underway. Capturing base information ongoing
G22.1 conduct annual statutory compliance audit	Internal Audit completed 2018/19. Ongoing review.

DEVELOPING INITIATIVES / ISSUES:

- Reviewing online options to facilitate governance and compliance initiatives – delegations, policies, risk registers
- Assistance and oversight with management and enhancement of IRIS – Council's Intranet

INFORMATION SOLUTIONS DEPARTMENT

PREVIOUS MONTH ACHIEVEMENTS:

- Jan-Jun water billing completed
- Thomas Ross started on July 12 as Snr ICT Officer to lead the customer support team and document ICT processes
- New public-access computers rolled out at libraries in Middlemount
- First user workshop for MS Teams rollout scoping took place

PREVIOUS MONTH'S ISSUES:

Not Applicable

FINANCIAL REPORT:

No issues

INFORMATION BULLETIN

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not applicable

NEXT MONTH'S PROGRAM:

Project Name/ Description	Start Date	Scheduled End Date	Comments/Exceptions
Continue the SD-WAN rollout			
Continue Records audit of IT systems			

DEVELOPING INITIATIVES / ISSUES:

- Mobile computing
- Teams rollout scoping
- Strategic review of business requirements for next five years
- Business continuity planning

STRATEGIC ASSET DEPARTMENT

PREVIOUS MONTH ACHIEVEMENTS:

- Work is in progress to undertake alignment of the Financial Asset Register (FAR) and the Operational Asset Register (OAR);
- Officers across the Council have been identified to assist in the development of Asset Management Plans (AMP) for each asset class;
- A template (from the Institute of Public Works Engineering) will be used as a guideline for Asset Management Plans so that the Asset Class- Asset Management Plans across the Council have a similar structure;
- A review of Project Accountability Gateway (PAG) process is in progress to identify areas of improvement.

PREVIOUS MONTH'S ISSUES:

Nil

FINANCIAL REPORT:

Financial expenditure is as per the budget.

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Strategy (i.e. C5)	Service Area	Description	Highlight/Exception, including explanation
I5	Asset Management Strategy	Develop an Asset Management Plan and Framework	Strategic Asset Management Plan was adopted by Council on the 16 th of December 2020. Development of Asset Management Plans (AMP) for each asset class is in progress.
I5	Project Accountability	Develop a Project Accountability Gateways Framework	A review of Project Accountability Gateway (PAG) process is in progress to identify areas of improvement.

NEXT MONTH'S PROGRAM:

- Ongoing work will continue to align the Financial Asset Register and the Operational Asset Register;
- Work will continue across the Council to develop Asset Management Plans (AMP) for each asset class;
- A review of Project Accountability Gateway (PAG) process will be undertaken to identify areas of improvement.

DEVELOPING INITIATIVES / ISSUES:

Software requirements for specialised asset management software are being reviewed.

ORGANISATIONAL SAFETY DEPARTMENT

PREVIOUS MONTHS ACHIEVEMENTS:

WHS Team

- The WHS improvement plan is being finalised for review by ELT
- Development and implementation of a site access sign in/out using a QR code linked to SMART.
- Onboarding arrangements for new safety advisor being based and working from our Clermont Office, starting Monday the 2nd of August.
- Updating of current isolation and tagging procedure to include the procurement and introduction of branded IRC tags, tag stations and personal safety locks for Water and Wastewater operators and Fleet mechanics.
- Facilitated a meeting with hygienist and advisors to review results of noise, dust and vibration test results and any recommendations from these tests.
- Review of the current "Think Isaac" strategy by the safety team after feedback from outdoor workforce check in chat.
- Reviewing current site signage with view of creating a consistent approach.

Disaster Management team

- Local Disaster Management Group meeting 30 July 2021

INFORMATION BULLETIN

- Development of Isaac Local Disaster Coordination Centre Facebook page for launching in August
- Review of LDMP for IGEM conducted at district level.

SES

- Flood Boat Course held at Theresa Creek Dam with regional groups, and neighbouring groups from Alpha, Aramac and Longreach.

PREVIOUS MONTHS ISSUES:

Nil

FINANCIAL REPORT:

Not Applicable

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not Applicable

NEXT MONTH'S PROGRAM:

Organisation Development Plan or Capital Projects

None

DEVELOPING INITIATIVES / ISSUES:

Issues:

- Response to quotes for D&A testing, with options for internal resource capability and best practice approach being reviewed.
- Recruitment and onboarding for permanent Safety Advisor role, based in Clermont.

Report authorised by:

DARREN FETTELL

**Director Corporate Governance and Financial
Services**

Date: August 2021

ATTACHMENTS

- Nil

TERM / ACRONYM

MEANING

AOP

Annual Operational Plan

CPA

Corporate Procurement Arrangements

EOI	Expression of Interest
NTT	Notice to Tenderers
PCRG	Procurement Compliance Review Group
RFI	Request for Information
RFT	Request for Tender
RFQ	Request for Quote
RPQS	Register of Pre-Qualified Suppliers
PR	Purchase Requisition
PO	Purchase Order
PSA	Preferred Supplier Arrangement
VFM	Value for Money

MEETING DETAILS

Corporate, Governance and Financial Services

Standing Committee

Tuesday 10 August 2021

AUTHOR

Rebecca Molineaux

AUTHOR POSITION

Manager People and Performance

6.2

PEOPLE AND PERFORMANCE INFORMATION BULLETIN – JULY AND AUGUST 2021

EXECUTIVE SUMMARY

The People and Performance Information Bulletins for July and August 2021 are provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee:

1. *Note the People and Performance Information Bulletins for July and August 2021.*

BACKGROUND

The attached Information Bulletins for July and August 2021 provides an operational update for Committee review on the People and Performance Department.

IMPLICATIONS

Any specific implications or risks will be outlined in the Information Bulletin.

CONSULTATION

People and Performance Staff
Chief Executive Officer

BASIS FOR RECOMMENDATION

This is an information only report.

ACTION ACCOUNTABILITY

Information only report.

KEY MESSAGES

Operational update to Elected Members.

Report prepared by:

REBECCA MOLINEAUX
Manager People and Performance

Date: 4 August 2021

Report authorised by:

JEFF STEWART-HARRIS
Chief Executive Officer

Date: 5 August 2021

ATTACHMENTS

- Attachment 1 – People and Performance Information Bulletin – July 2021
- Attachment 2 – People and Performance Information Bulletin – August 2021

REFERENCE DOCUMENT

- Nil

DATE: June 2021

PEOPLE & PERFORMANCE

DIRECTORATE HIGHLIGHTS

Recruitment & Onboarding Review

The People & Performance team are undertaking a full review of the Recruitment and Onboarding Process to ensure we can deliver a streamlined and efficient service to our Directorates. The review has taken into consideration feedback received by a recent Audit and directly from Our People 3 Year Strategy. We look forward to rolling out a new and improved process in the coming months.

Career Pathways

The People & Performance team have commenced engaging with the directorates to identify future needs for Apprentice, Trainee, Graduate and Cadet/Interns for the next 5 years, as the current 5 year strategy will conclude at the end of this year. The current strategy only captures Apprentice and Trainee's, so expanding career pathways to capture degree qualified career opportunities is an exciting evolution.

ACHIEVEMENTS WITHIN JUNE:

Queensland Training Awards

The finalists have been announced and both Litia and IRC have progressed as top three finalists in our respective areas.

- Litia is one of three finalists in the Aboriginal and Torres Strait Islander Student of the Year
- IRC is one of three finalists in the Large Employer of the Year

Work Experience

Work experience 22-25 June

Clermont State High School students soaked up an abundance of knowledge during their work experience with IRC. Jack McKnight - ICT and Ashlie Wyton – Workshop. Thank you to all involved for making this happen.

Enterprise Agreement Roadshow

A Roadshow across the region was held in collaboration with the relevant unions and the Executive Leadership team to promote the Enterprise Agreement, which has now received full endorsement by all relevant parties to the agreement. Members from the Services Union, AWU and CFMEU stood with the CEO, Directors and Manager People & Performance to deliver to IRC employees the conditions that are on offer under the proposed agreement.

Mentor Program

The IRC Mentor Program formally launched with mentor and mentees being provided their matches. The program will have an orientation day next month. We had a total of 15 matches for the 2021 program.

INFORMATION BULLETIN

ISSUES WITHIN JUNE:

Nil

FINANCIAL REPORT:

People and Performance is tracking to budget for the month of June 2021.

DEVIATION FROM BUDGET AND POLICY:

Nil

JULY'S PROGRAM:

The ballot for the new Enterprise Agreement will be held on Thursday 8 July 2021

WILGAC meeting being held on 27 July 2021

Review of Domestic Violence Policy and a Framework to support employees who maybe experiencing Domestic Violence

Mentor Program Orientation Day

Rural Challenge

Learning & Development Strategic Framework

DEVELOPING INITIATIVES / ISSUES:

Moranbah State High School Education & Career Pathways Expo – Thursday 5th August 2021.

INFORMATION BULLETIN

ESTABLISHMENT REPORT:

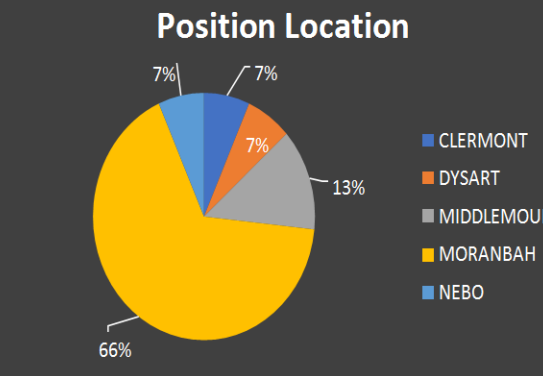
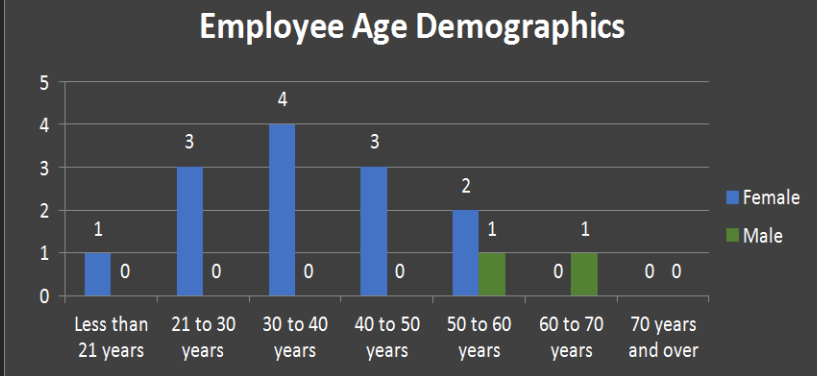
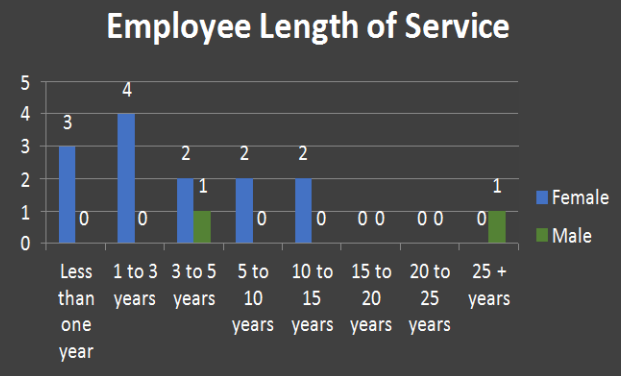
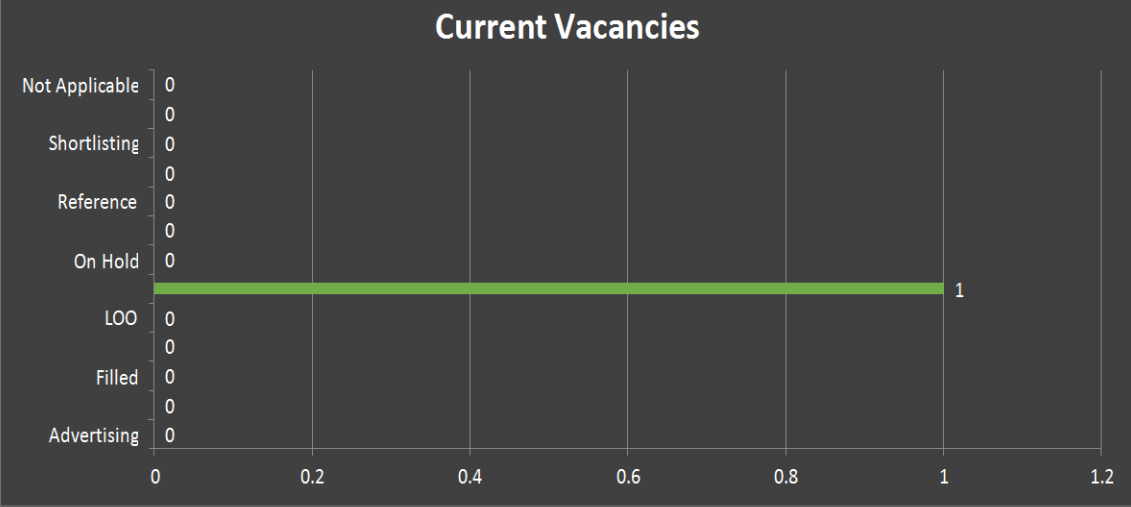
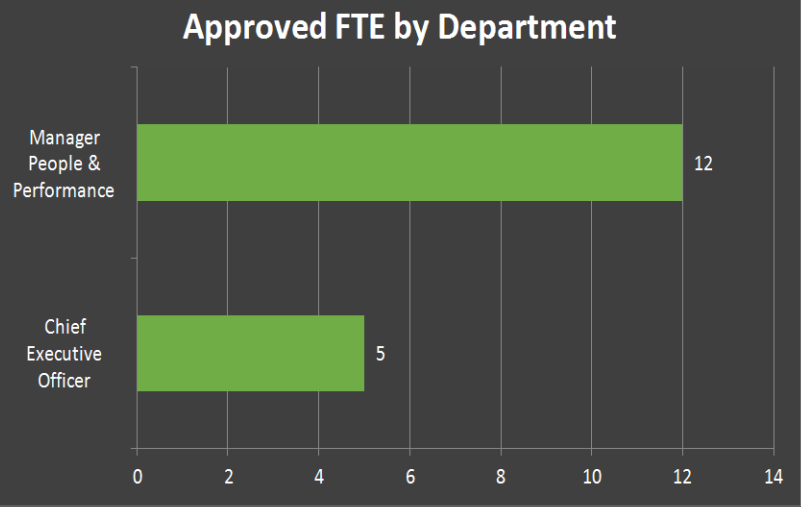
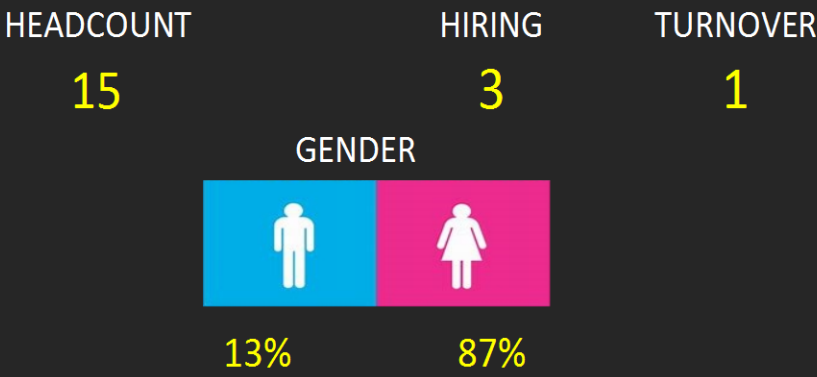
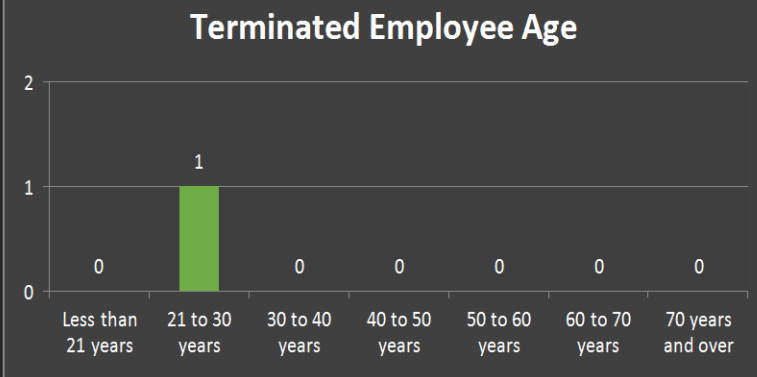
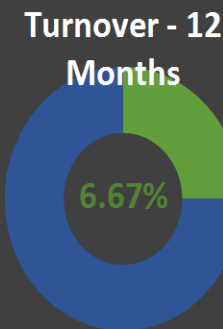
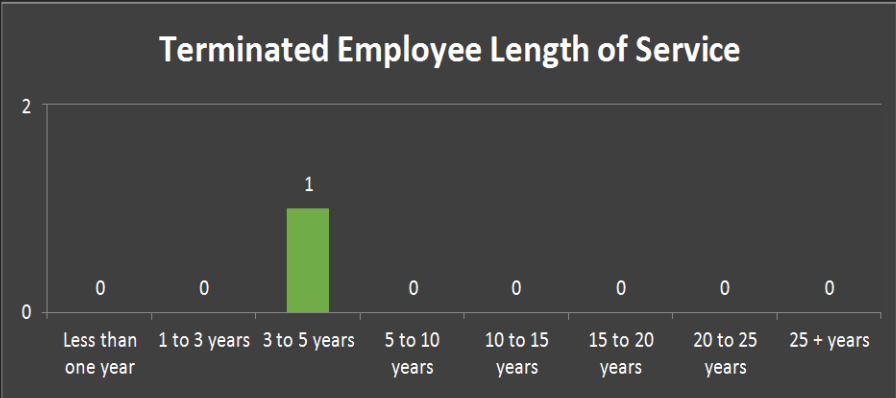
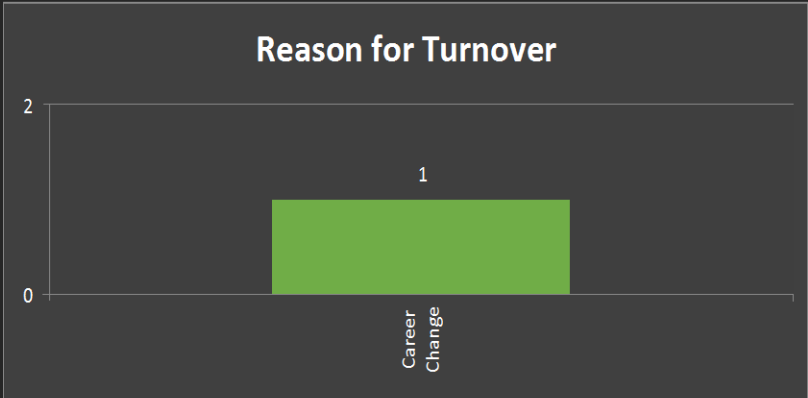
APPROVED POSITIONS	APPROVED FTE		
	FILLED	VACANT	TOTAL
Approved FTE	405.10	58.90	464.00

ACTUAL POSITIONS		
FILLED	VACANT	TOTAL
440.00	74.00	514.00

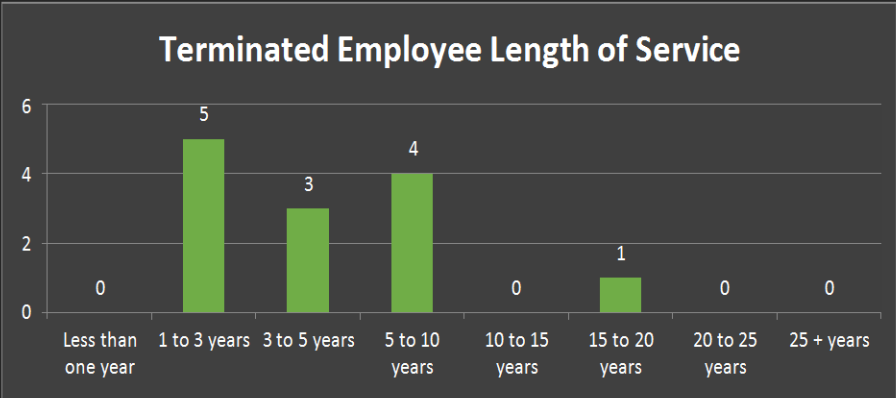
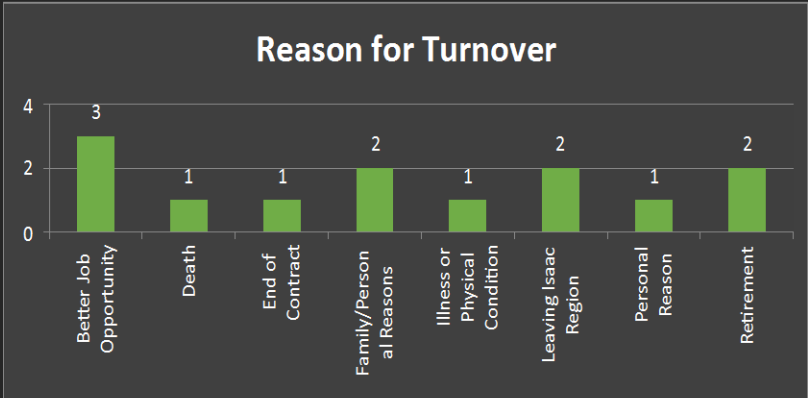
DEPARTMENT	APPROVED FTE		
	FILLED	VACANT	TOTAL
Chief Executive Officer	4.00	1.00	5
Manager People & Performance	12.00	0.00	12
Director Corporate, Governance & Financial Service	2.00	0.00	2
Manager Financial Services	21.00	0.00	21
Manager Brand Media & Communications	5.00	1.00	6
Chief Information Officer	17.40	1.00	18.4
Manager Governance & Corporate Services	4.00	0.00	4
Manager Contracts & Procurement	8.00	0.00	8
Manager Organisational Safety	10.00	1.00	11
Manager Enterprise Asset	4.00	0.00	4
Director Engineering & Infrastructure	2.00	0.00	2
Bowen Basin and Galilee Operations	7.00	1.00	8
Manager Parks and Recreation	56.50	6.70	63.2
Manager Infrastructure East	19.00	5.00	24
Manager Infrastructure West	36.00	10.00	46
Corporate Properties & Fleet	26.20	2.00	28.2
Manager Plant, Fleet & Workshops	14.00	0.00	14
Manager Infrast and Technical Services	3.00	2.00	5
Director Planning, Environment & Community Service	5.00	0.00	5
Economy & Prosperity	11.00	0.00	11
Liveability & Sustainability	14.00	1.00	15
Community Education & Compliance	12.00	5.00	17
Engaged Communities	13.70	1.00	14.7
Community Hubs	27.80	1.70	29.5
Community Facilities	11.40	4.50	15.9
Director Water & Waste	2.00	0.00	2
Water & Wastewater	40.00	14.00	54
Manager Waste Management	17.10	1.00	18.1
	405.10	58.90	464

ACTUAL POSITIONS		
FILLED	VACANT	TOTAL
4	1	5
14	0	14
2	0	2
21	1	22
6	1	7
17	1	18
5	0	5
8	0	8
10	2	12
4	0	4
2	0	2
7	2	9
57	7	64
19	5	24
36	10	46
30	2	32
14	0	14
3	2	5
5	0	5
11	0	11
14	1	15
13	5	18
14	1	15
35	2	37
27	15	42
2	1	3
42	14	56
18	1	19
440.00	74.00	514

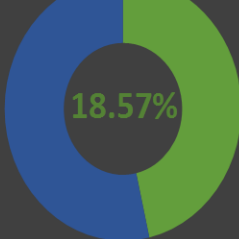
CEO - Demographics - 12 Months to 30 June 2021



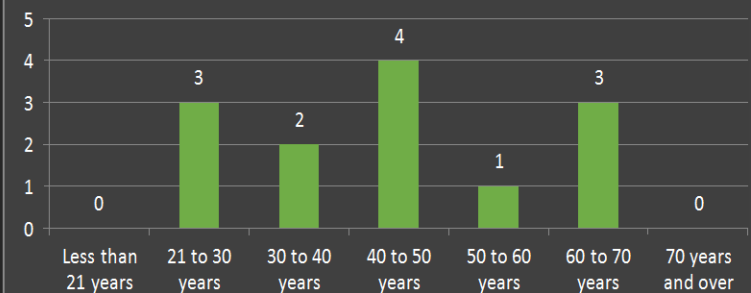
CG&FS - Demographics - 12 Months to 30 June 2021



Turnover - 12 Months



Terminated Employee Age



HEADCOUNT

70

HIRING

15

TURNOVER

13

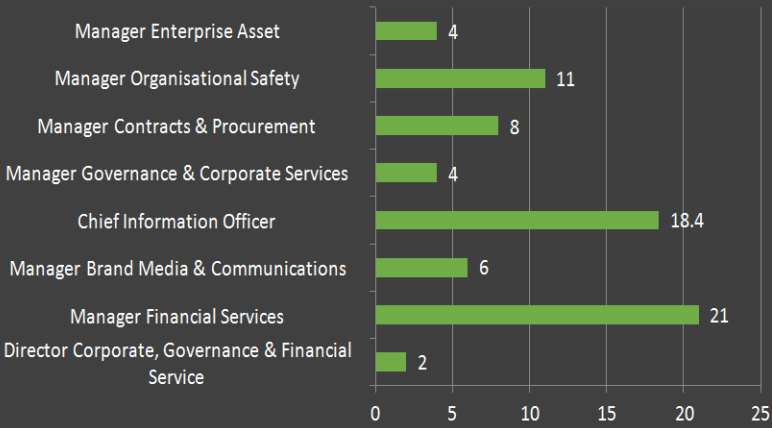
GENDER



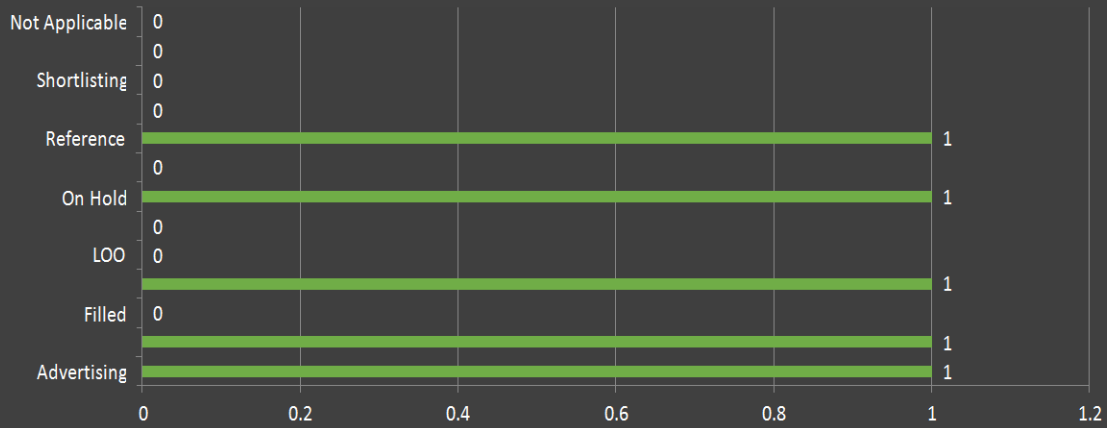
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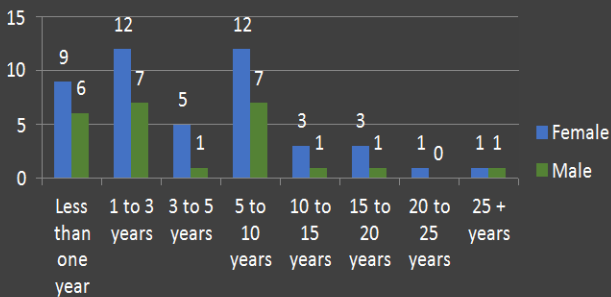
Approved FTE by Department



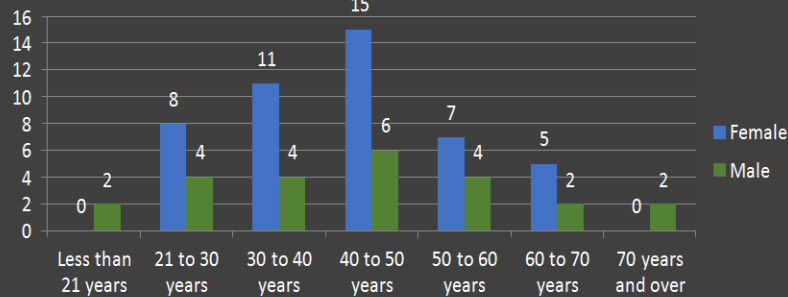
Current Vacancies



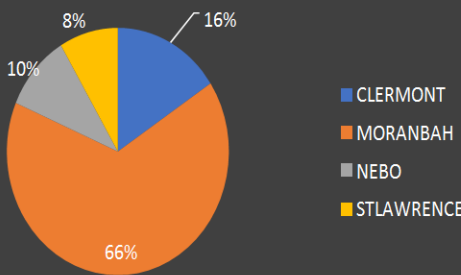
Employee Length of Service



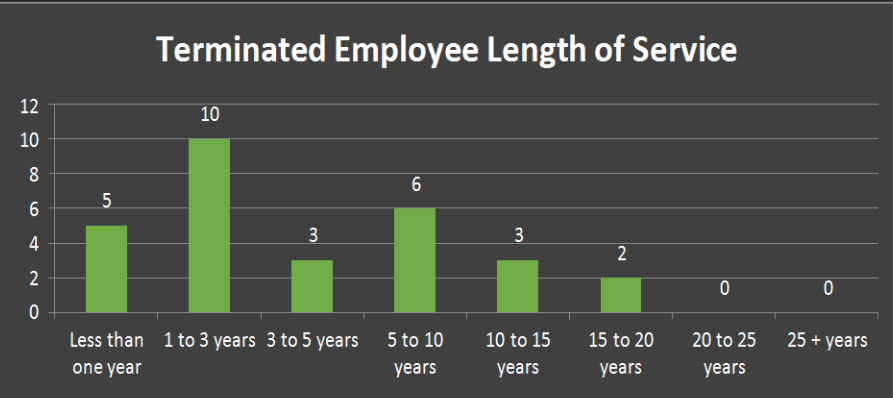
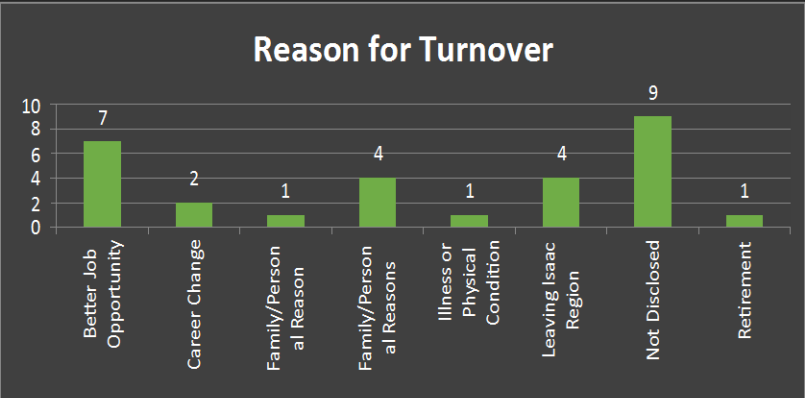
Employee Age Demographics



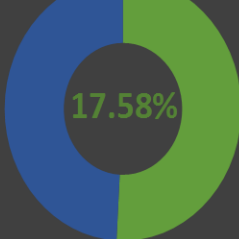
Position Location



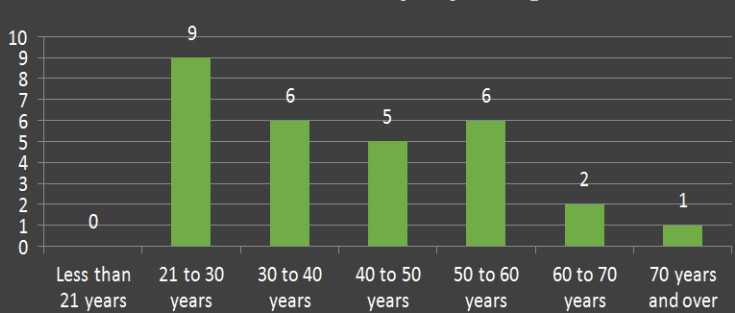
E&I - Demographics - 12 Months to 30 June 2021



Turnover - 12 Months



Terminated Employee Age



HEADCOUNT

165

HIRING

28

TURNOVER

29

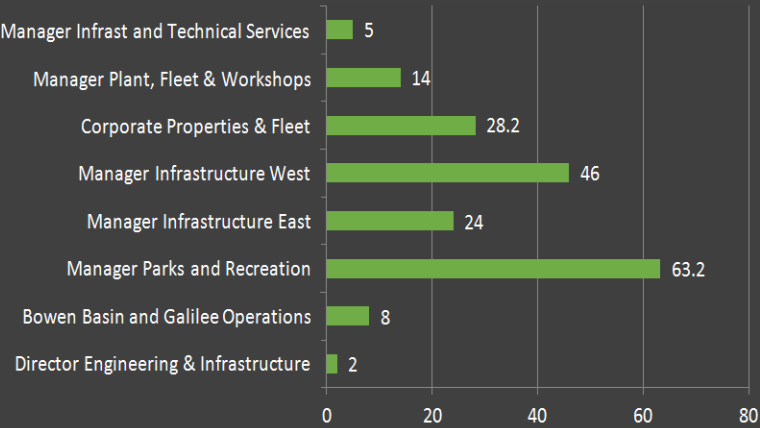
GENDER



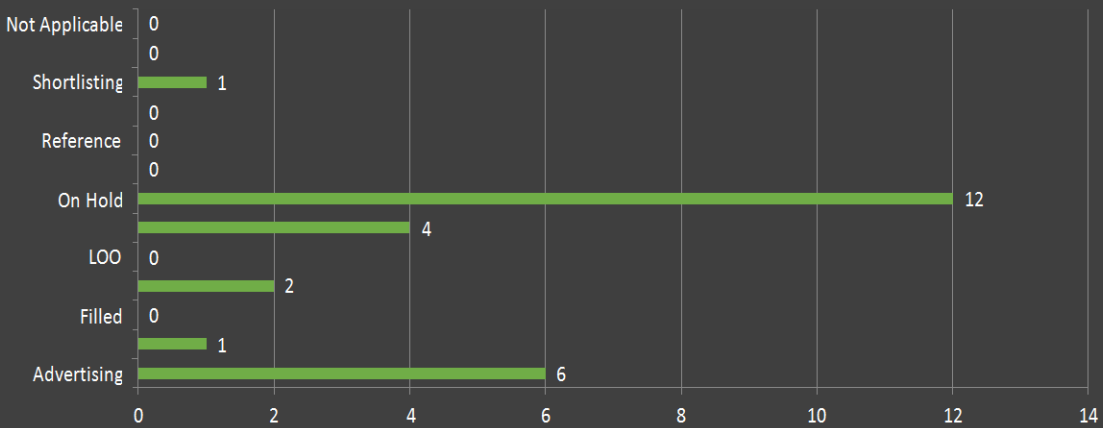
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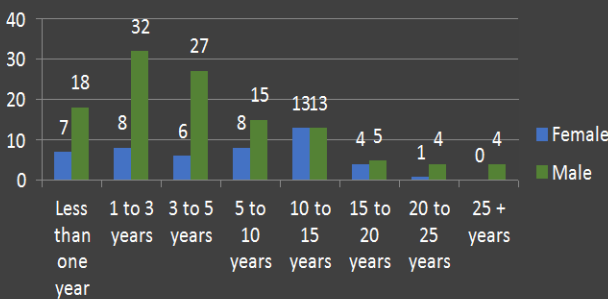
Approved FTE by Department



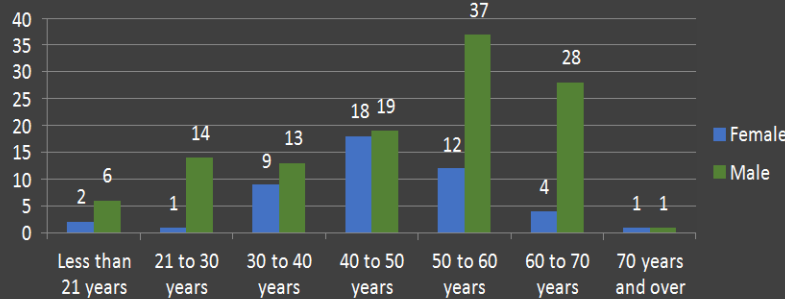
Current Vacancies



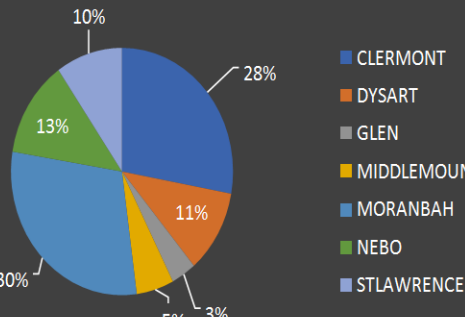
Employee Length of Service



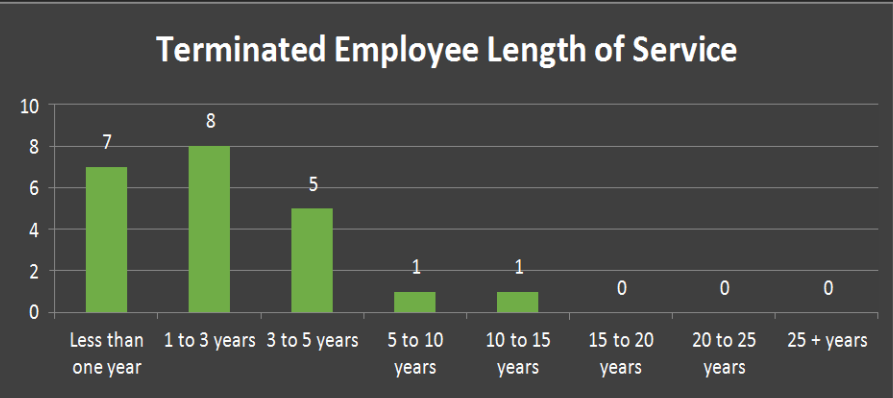
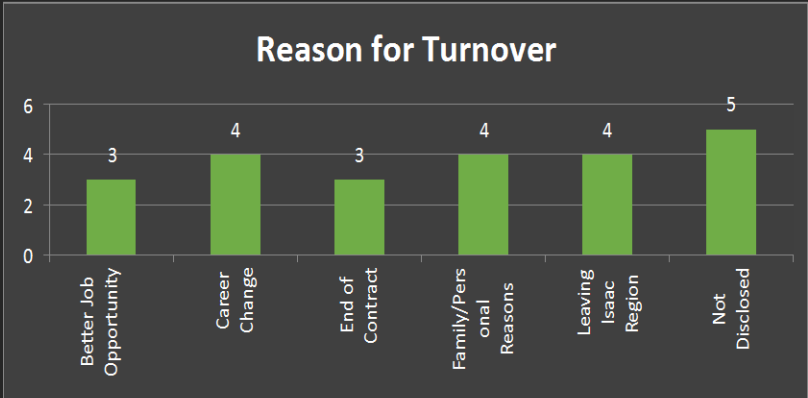
Employee Age Demographics



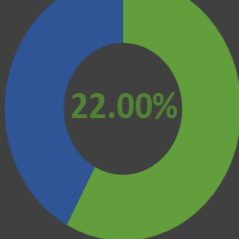
Position Location



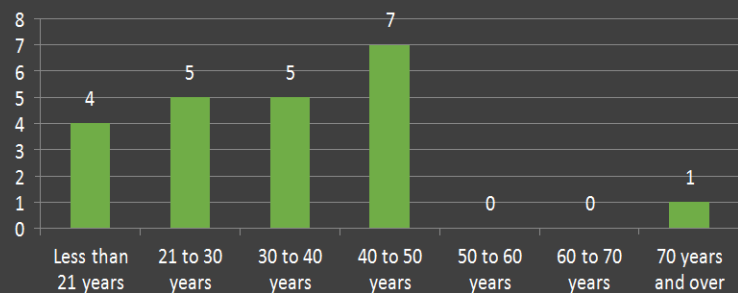
PE&CS - Demographics - 12 Months to 30 June 2021



Turnover - 12 Months



Terminated Employee Age



HEADCOUNT

100

HIRING

16

TURNOVER

22

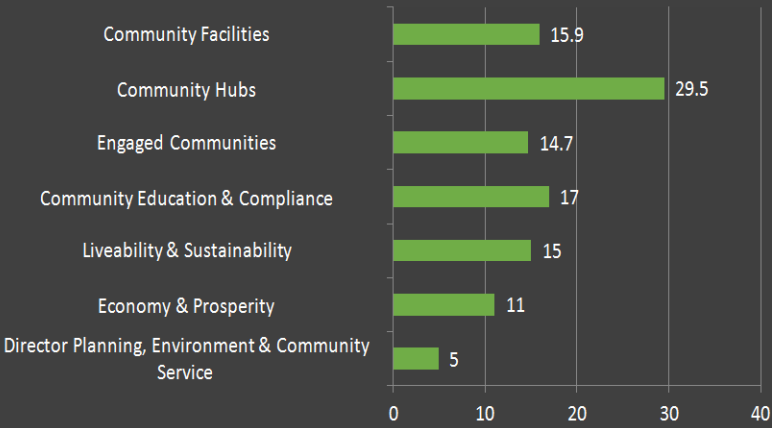
GENDER



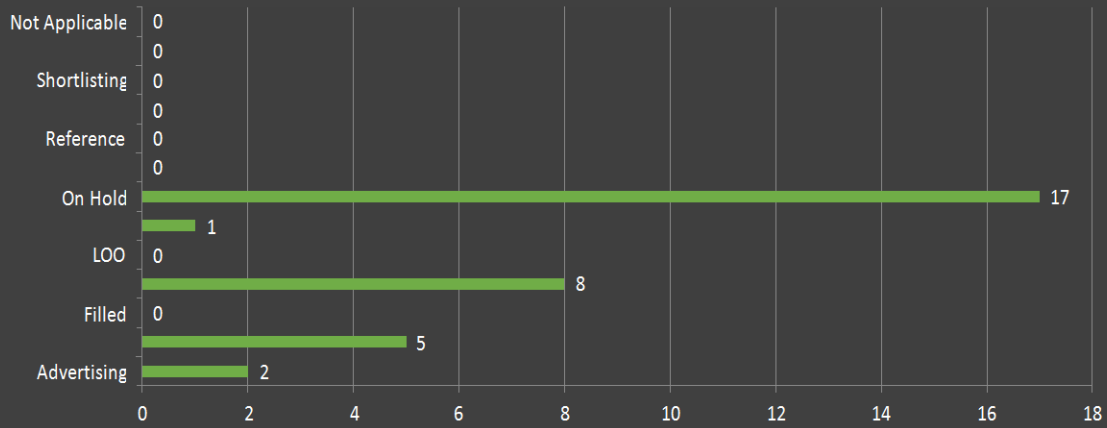
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77%

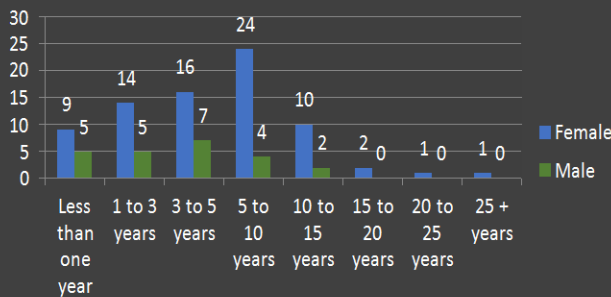
Approved FTE by Department



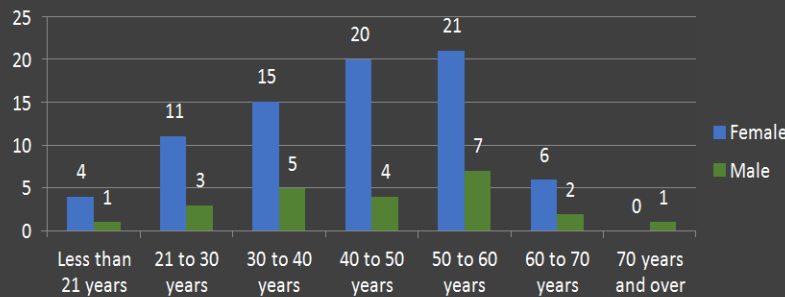
Current Vacancies



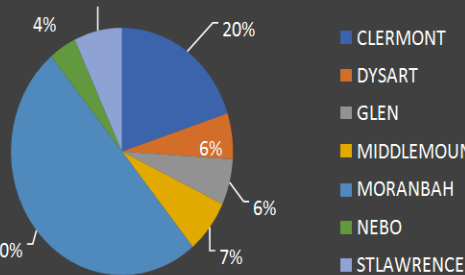
Employee Length of Service



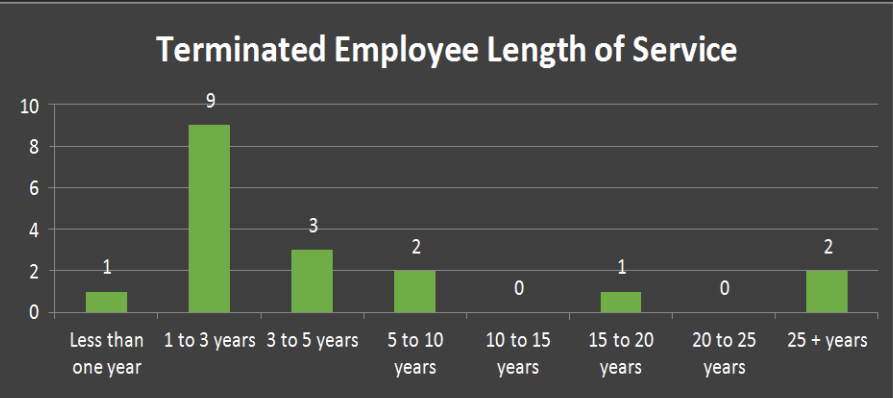
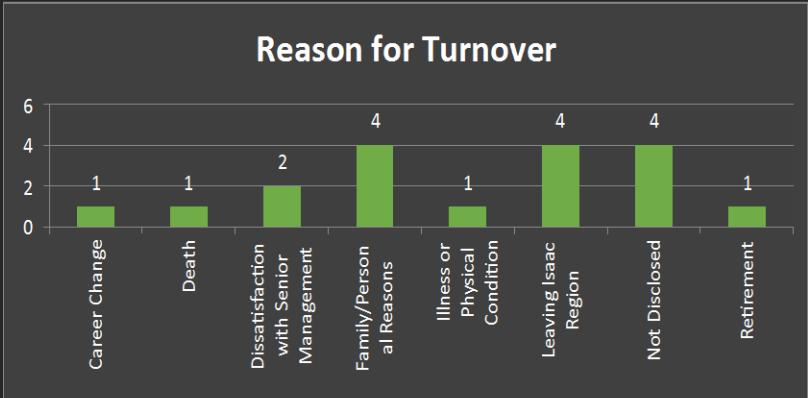
Employee Age Demographics



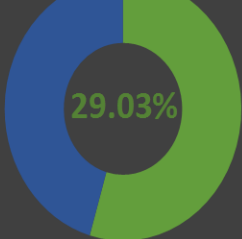
Position Location



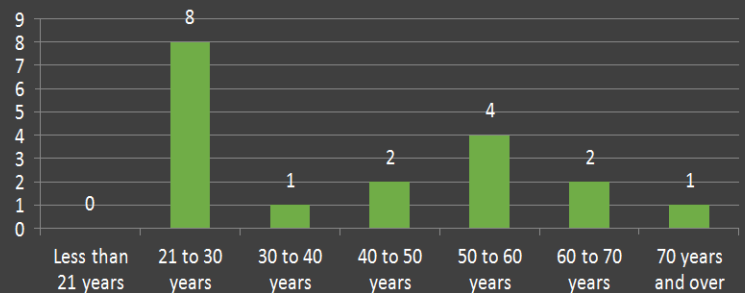
W&WW - Demographics - 12 Months to 30 June 2021



Turnover - 12 Months



Terminated Employee Age



HEADCOUNT

62

HIRING

15

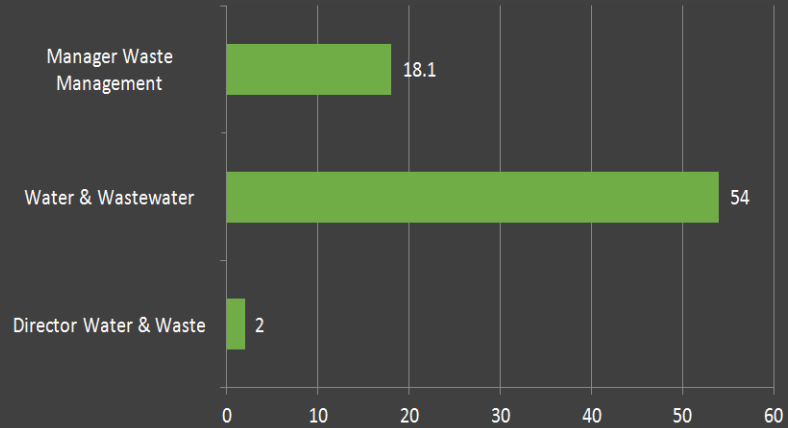
TURNOVER

18

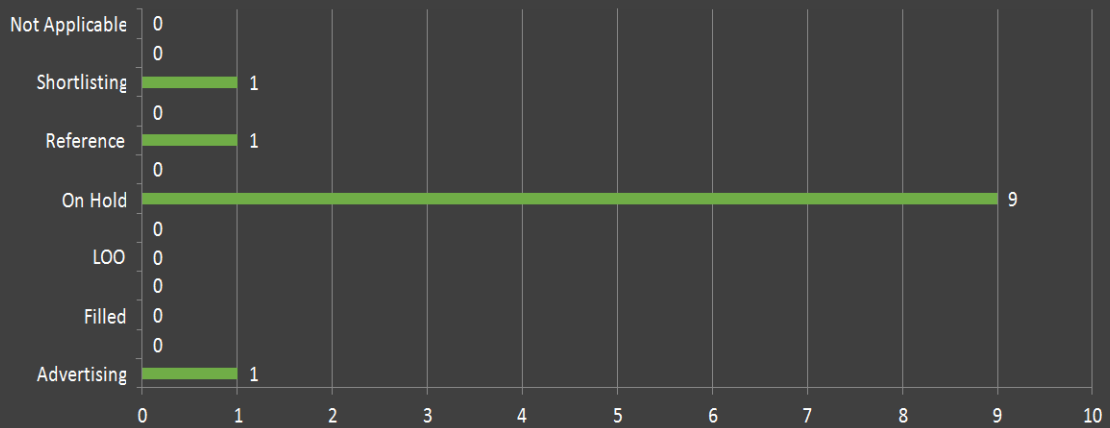
GENDER



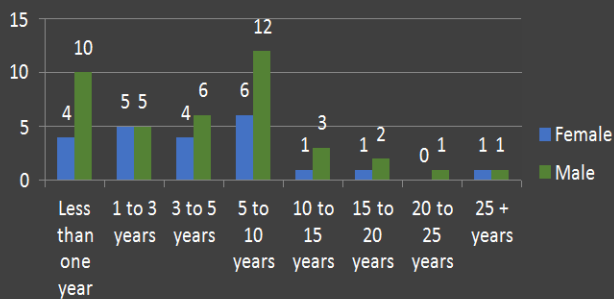
Approved FTE by Department



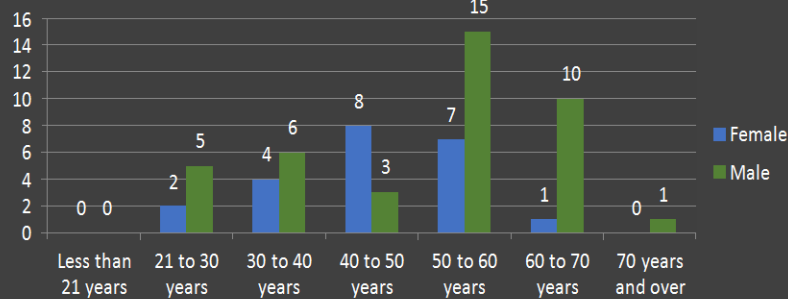
Current Vacancies



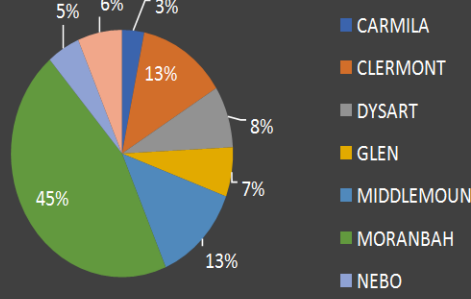
Employee Length of Service



Employee Age Demographics



Position Location

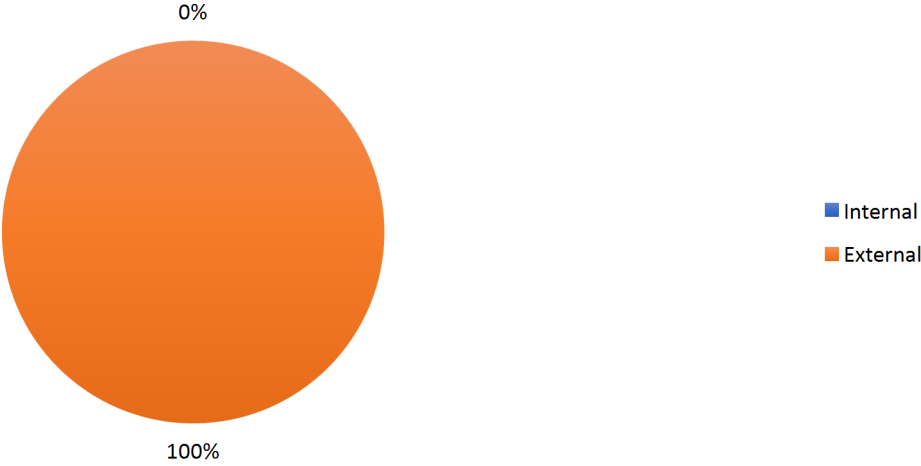


RECRUITMENT UPDATE

Positions Filled in the Month of June 2021.

Position Code	Org Position Status	Work Group	Position Description	Work Location	FTEs	Hire Date or Position Effective Date
Water & Waste						
81,602.00	A	1380	Planning Engineer	MORANBAH	1.00	7/06/2021
81,011.00	A	1057	Treatment Plant Supervisor - South	MIDDLEMOUN	1.00	21/06/2021

Internal & External Recruitment for the Month



INFORMATION BULLETIN

VACANT POSITIONS – ACTIVE RECRUITMENT

Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
Office of the CEO									
10,003.00	Active	1000	Administration Officer	Full Time	Vacant	Moranbah	1.00	28/05/2021	40
Corporate, Governance & Financial Service									
41,005.20	Active	1157	Finance Officer - Works and Asset	Full Time	Vacant	Moranbah	0.00	13/05/2021	55
42,003.00	Active	4055	Media & Communications Officer	Full Time	Vacant	Clermont	1.00	20/12/2020	199
44,104.00	Active	1021	Senior ICT Officer	Full Time	Vacant	Moranbah	1.00	10/05/2020	423
47,002.00	Active	2046	Safety Business Advisor	Full Time	Vacant	Clermont	1.00	15/03/2021	114
47,008.20	Active	2046	Organisational Safety Support Officer	Full Time	Vacant	Moranbah	0.00	6/05/2021	62
Engineering & Infrastructure Services									
51,507.00	Active	1600	Civil Engineering Student	Full Time	Vacant	Moranbah	0.00	19/02/2021	138
51,508.00	Active	1393	Project Admin Officer	Full Time	Vacant	Moranbah	1.00	30/03/2021	99
52,214.00	Active	4186	Labourer	Full Time	Vacant	Moranbah	1.00	22/11/2020	227
52,223.00	Active	4186	Groundsman	Full Time	Vacant	Moranbah	1.00	10/01/2021	178
52,235.00	Active	4170	Labourer	Full Time	Vacant	Clermont	1.00	3/05/2020	430
52,239.00	Active	4170	Labourer	Full Time	Vacant	Clermont	1.00	20/05/2021	48
52,252.00	Active	2143	Labourer	Full Time	Vacant	Nebo	1.00	26/03/2021	103
52,255.00	Active	2143	Labourer	Full Time	Vacant	Nebo	1.00	3/05/2021	65
52,261.00	Active	2125	Labourer	Part Time	Vacant	Glenden	0.70	26/11/2020	223
55,304.00	Active	2133	Labourer	Full Time	Vacant	Nebo	1.00	21/06/2021	16
55,307.00	Active	2133	Plant Operator	Full Time	Vacant	Nebo	1.00	16/04/2021	82
55,310.00	Active	2133	Truck Operator	Full Time	Vacant	Nebo	1.00	18/06/2021	19
55,602.00	Active	2133	Grader Operator	Full Time	Vacant	Clermont	1.00	25/02/2021	132
55,604.00	Active	2133	Truck Driver	Full Time	Vacant	Clermont	1.00	18/03/2021	111
56,000.00	Active	1071	Manager Infrastructure, Parks and Recreation	Full Time	Vacant	Moranbah	1.00	28/08/2020	313
56,063.00	Active	1071	Works Admin Officer	Full Time	Vacant	Dysart	1.00	31/05/2021	37
56,064.00	Active	1071	Works Admin Officer	Full Time	Vacant	Moranbah	1.00	19/04/2021	79

INFORMATION BULLETIN

Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
56,205.00	Active	4193	Road Train Driver	Full Time	Vacant	Clermont	1.00	7/08/2020	334
56,206.00	Active	4193	Road Train Driver	Full Time	Vacant	Clermont	1.00	17/06/2021	20
56,213.00	Active	4193	Grader Operator	Full Time	Vacant	Clermont	1.00	19/04/2020	444
56,417.00	Active	1382	Plant Operator	Full Time	Vacant	Dysart	1.00	29/04/2021	69
56,422.00	Active	1382	Labourer	Full Time	Vacant	Dysart	1.00	7/12/2020	212
56,427.00	Active	1382	Plant Operator	Full Time	Vacant	Dysart	1.00	16/04/2021	82
56,514.00	Active	4180	Plant Operator	Full Time	Vacant	Moranbah	1.00	21/02/2020	502
57,508.00	Active	1061	Carpenter	Full Time	Vacant	Moranbah	1.00	21/03/2021	108
57,513.00	Active	1061	Plumber - Commercial	Full Time	Vacant	Clermont	1.00	27/05/2021	41
59,016.00	Active	1072	Technical Officer	Full Time	Vacant	Moranbah	1.00	11/12/2020	208
59,022.00	Active	1072	Technical Engineer	Full Time	Vacant	Moranbah	1.00	18/11/2020	231
Planning, Environment & Community Service									
63,500.00	Active	1058	Manager Liveability & Sustainability	Full Time	Vacant	Moranbah	1.00	31/05/2021	37
64,520.00	Active	1100	Community Safety & Animal Management Officer	Full Time	Vacant	Moranbah	1.00	5/06/2020	397
64,530.00	Active	1101	Senior Plumbing Inspector	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
64,541.00	Active	4062	Lead Compliance Officer	Full Time	Vacant	Moranbah	1.00	12/02/2021	145
64,543.00	Active	4062	Compliance Officer	Full Time	Vacant	Moranbah	1.00	21/12/2020	198
64,551.00	Active	4152	Environmental Health Officer	Full Time	Vacant	Moranbah	1.00	9/04/2021	89
64,552.00	Active	4152	Environmental Health Officer	Full Time	Vacant	Moranbah	1.00	16/01/2021	172
65,510.00	Active	1056	Departmental Administration Officer - EC	Full Time	Vacant	Moranbah	1.00	6/05/2021	62
65,606.00	Active	2424	Community Relations Officer (Sports, Rec & Dev)	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
65,607.00	Active	2425	Community Relations Officer (First Peoples)	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
65,610.00	Active	1056	Program Leader Community Engagement	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,721.00	Active	2205	Community Hub Team Leader - Nebo	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,725.00	Active	2207	Community Hub Team Leader - Glenden	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,729.00	Active	3310	Community Hub Team Leader - St Lawrence	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,741.00	Active	3311	Community Hub Team Leader - Middlemount	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0

INFORMATION BULLETIN

Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
66,746.00	Active	3309	Community Hub Team Leader - Dysart	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,750.00	Active	4209	Community Hub Team Leader - Clermont	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,754.00	Active	4084	Frontline Service Officer	Part Time	Vacant	Clermont	0.70	31/07/2020	341
66,762.00	Active	4084	School Based Library/Museum Frontline Trainee	Full Time	Vacant	Clermont	1.00	22/11/2020	227
67,511.00	Active	2426	Casual Pool Attendant	Casual	Vacant	Moranbah	0.00	20/01/2021	168
67,513.00	Active	2426	Casual Pool Lifeguard	Casual	Vacant	Moranbah	0.00	20/01/2021	168
67,519.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	282
67,520.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	27/11/2020	222
67,521.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	282
67,522.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	282
67,523.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	282
67,524.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	282
67,526.00	Active	2426	Casual Pool Lifeguard	Casual	Vacant	Moranbah	0.00	31/05/2021	37
67,610.00	Active	2428	South & West Facilities Area Leader	Full Time	Vacant	Dysart	1.00	1/06/2021	36
67,613.00	Active	3102	Hospitality Casual	Casual	Vacant	Dysart	0.50	23/03/2021	106
67,614.00	Active	3102	Hospitality Casual	Casual	Vacant	Dysart	0.50	27/04/2021	71
67,630.00	Active	2428	Moranbah Facilities Area Leader	Full Time	Vacant	Moranbah	1.00	22/06/2019	746
67,631.00	Active	4607	Chef/Cook Moranbah Community Centre	Full Time	Vacant	Moranbah	1.00	18/09/2020	292
67,638.00	Active	4607	Hospitality Casual	Casual	Vacant	Moranbah	0.50	9/03/2021	120
Water & Waste									
80,001.30	Active	4618	Executive Assistant	Full Time	Vacant	Moranbah	0.00	24/06/2021	13
81,001.00	Active	1057	Water and Wastewater Engineer	Full Time	Vacant	Moranbah	1.00	20/10/2020	260
81,013.00	Active	3041	Senior Water & Wastewater Operator	Full Time	Vacant	Dysart	1.00	6/10/2020	274
81,015.00	Active	3019	Water & Wastewater Operator	Full Time	Vacant	Dysart	1.00	9/11/2020	240
81,016.00	Active	3042	Senior Water & Wastewater Operator	Full Time	Vacant	Middlemount	1.00	17/05/2019	782
81,017.00	Active	3042	Senior Water & Wastewater Operator	Full Time	Vacant	Moranbah	1.00	16/12/2019	569
81,027.00	Active	4048	Trainee Water & Wastewater Operator	Full Time	Vacant	Clermont	1.00	29/03/2021	100

INFORMATION BULLETIN



Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
81,029.00	Active	2020	Plumber	Full Time	Vacant	Glenden	1.00	1/03/2021	128
81,044.00	Active	2026	Water & Wastewater Operator	Full Time	Vacant	Glenden	1.00	7/02/2021	150
81,068.00	Active	4049	Water & Wastewater Operator	Full Time	Vacant	Moranbah	1.00	14/03/2021	115
81,083.00	Active	4021	Water & Wastewater Operator in Training	Full Time	Vacant	Clermont	1.00	21/05/2021	47
81,091.00	Active	2020	Apprentice Plumber	Full Time	Vacant	Glenden	1.00	5/03/2021	124
81,098.00	Active	1057	Maintenance Fitter	Full Time	Vacant	Moranbah	1.00	17/05/2021	51
81,406.00	Active	1500	Customer Administration Officer	Full Time	Vacant	Moranbah	1.00	24/06/2021	13
81,602.00	Active	1380	Planning Engineer	Full Time	Vacant	Moranbah	1.00	3/05/2019	796
83,004.00	Active	4003	Plant Operator	Full Time	Vacant	Moranbah	1.00	18/03/2021	111

TURNOVER DEMOGRAPHICS

Figure 1.0 Turnover Demographics – 12 Months.

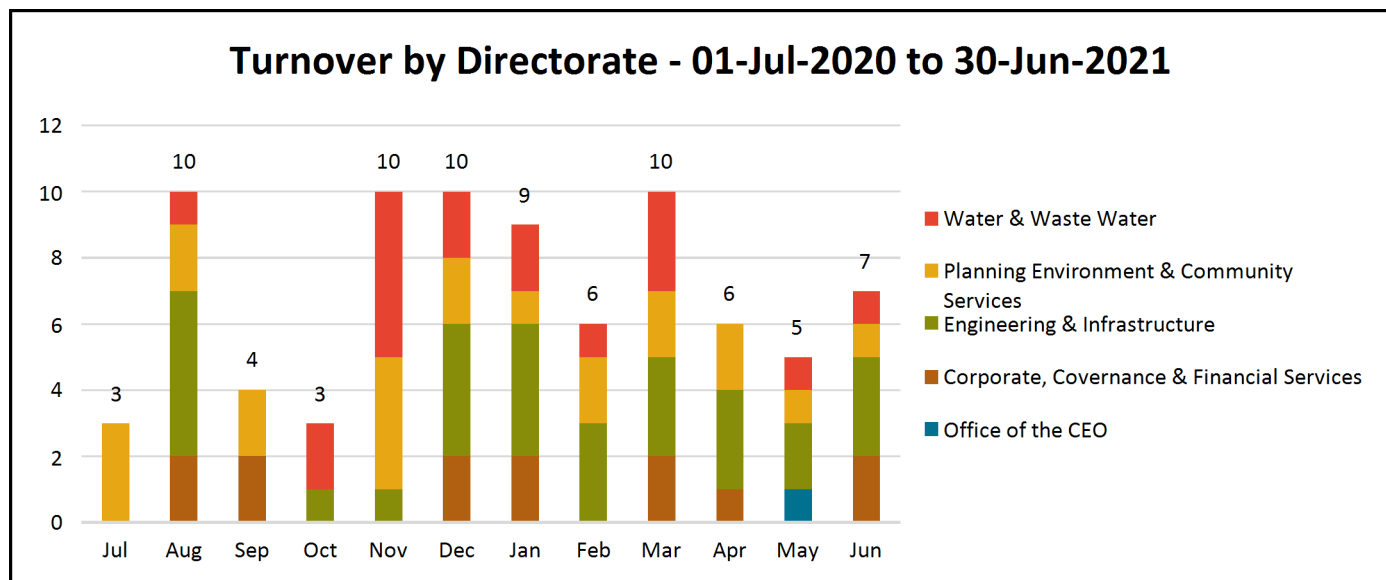


Figure 2.0 Turnover Demographics – Reason for Turnover 12 Months.

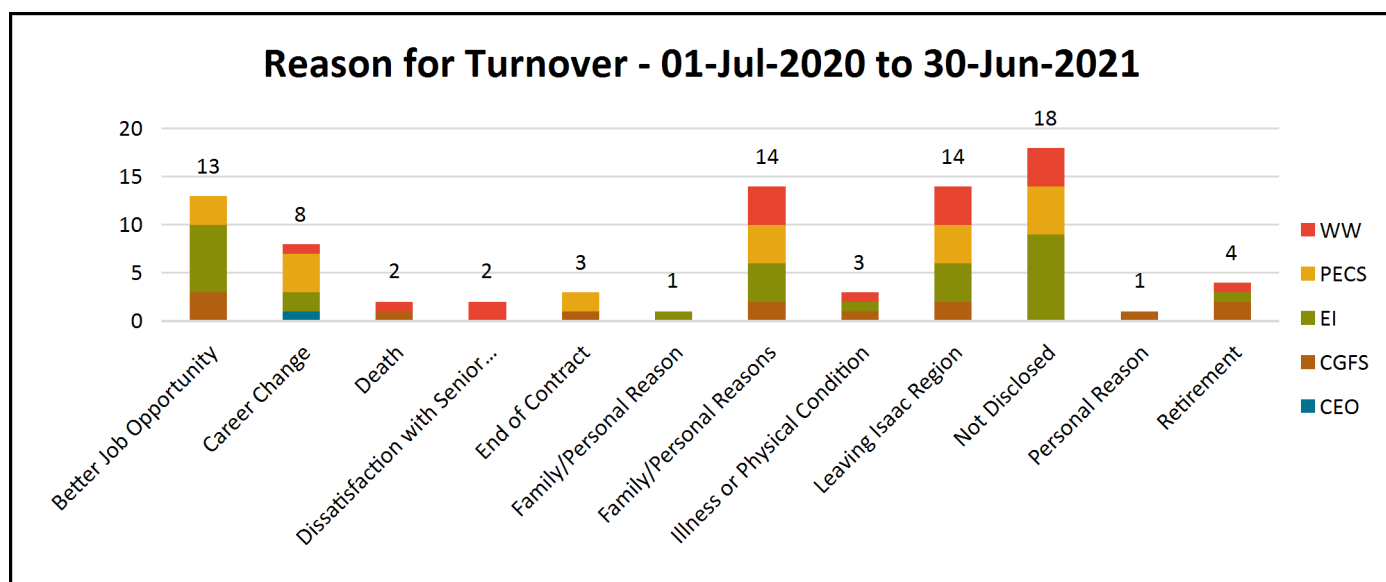
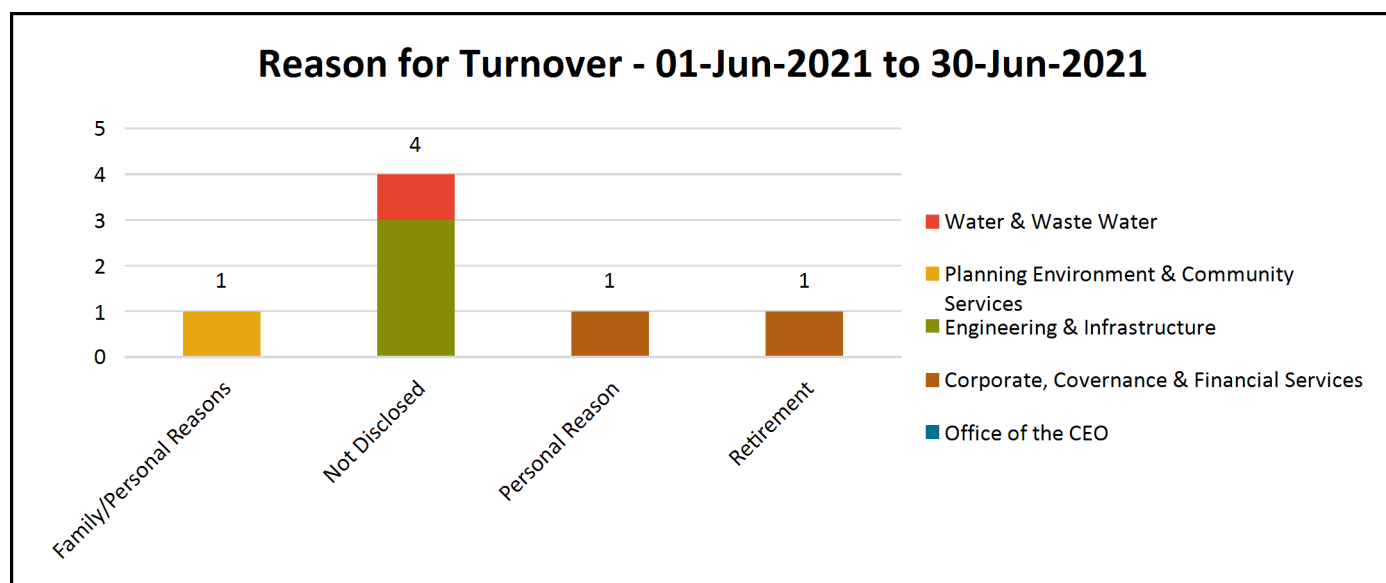


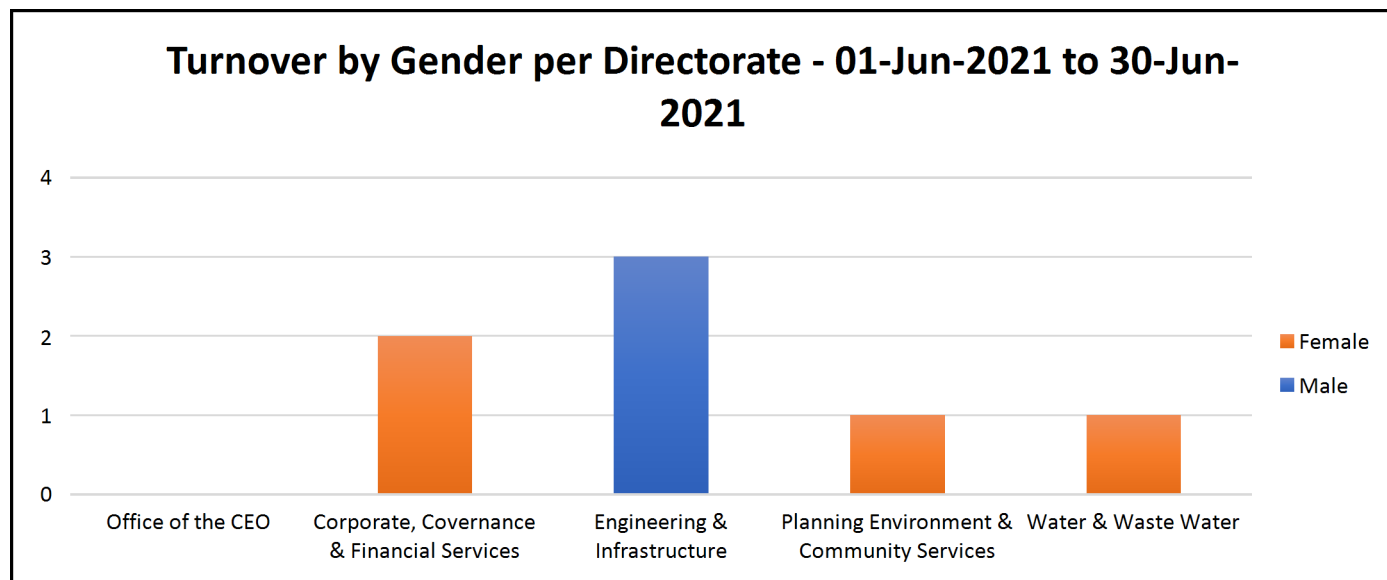
Figure 3.0 Turnover Demographics – Reason for Turnover – June.



Directorate	Monthly Turnover	Annual Turnover
CEO	0.00%	6.67%
Corporate, Governance & Financial Services	2.86%	18.57%
Engineering & Infrastructure	1.82%	17.58%
Planning, Environment and Community Services	1.00%	22.00%
Water & Waste	1.61%	29.03%
Totals	1.70%	20.15%

Annual Employee Turnover by Gender	No.	%
Male	42	20.29%
Female	41	20.00%

Figure 4.0 Turnover Demographics – Turnover by Gender for the Month - June.



Directorate	Female	Male
CEO	0	0
Corporate, Governance & Financial Services	2	0
Engineering & Infrastructure	0	3
Planning, Environment and Community Services	1	0
Water & Waste	1	0
Totals	4	3

WORKFORCE – DEMOGRAPHICS

Figure 1.0 Workforce Demographics – Male vs Female employees

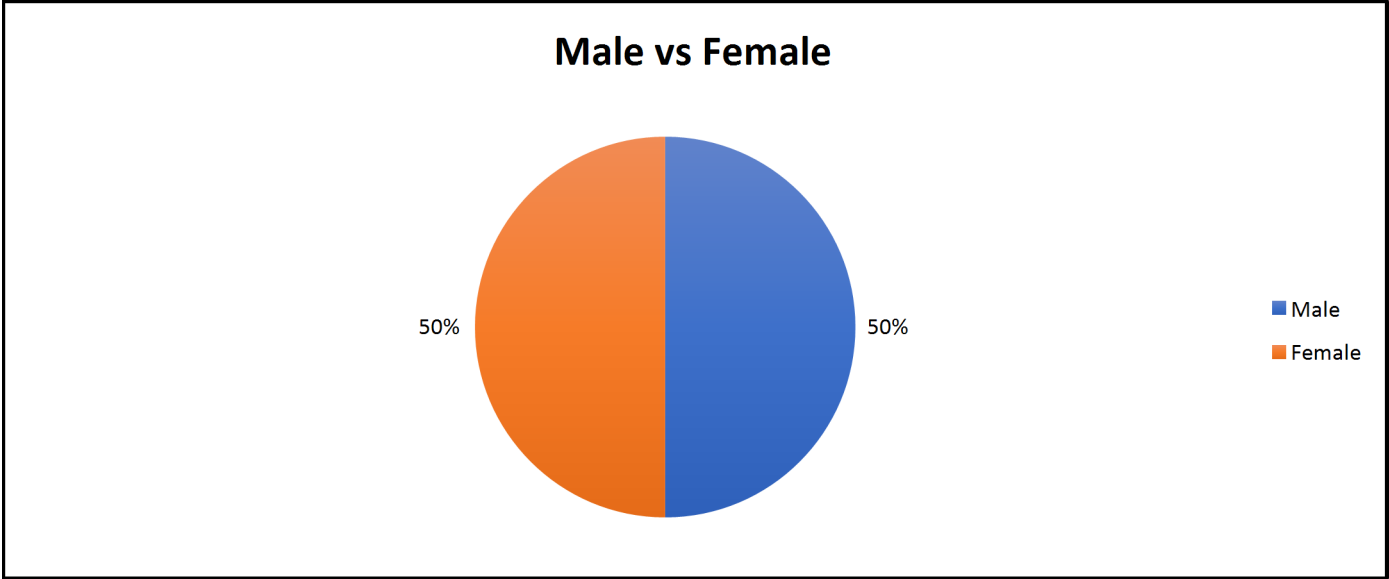


Figure 2.0 Workforce Demographics – Male vs Female – Management Positions

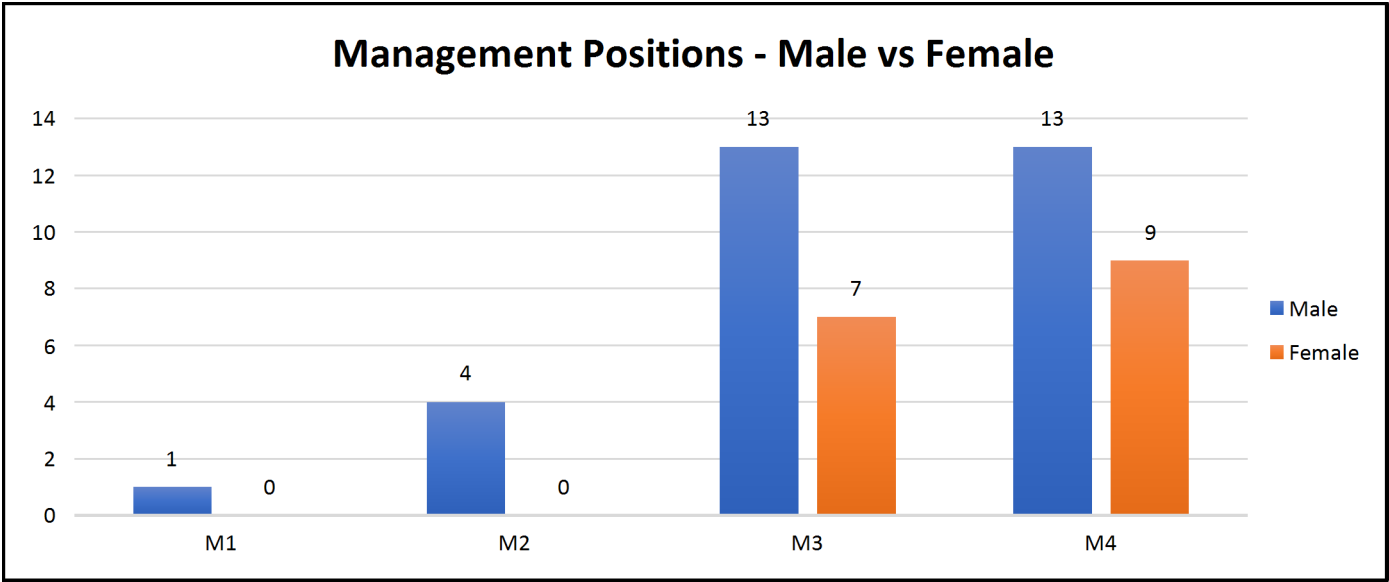


Figure 3.0 Workforce Demographics – Male vs Female – M3/M4 Management Positions

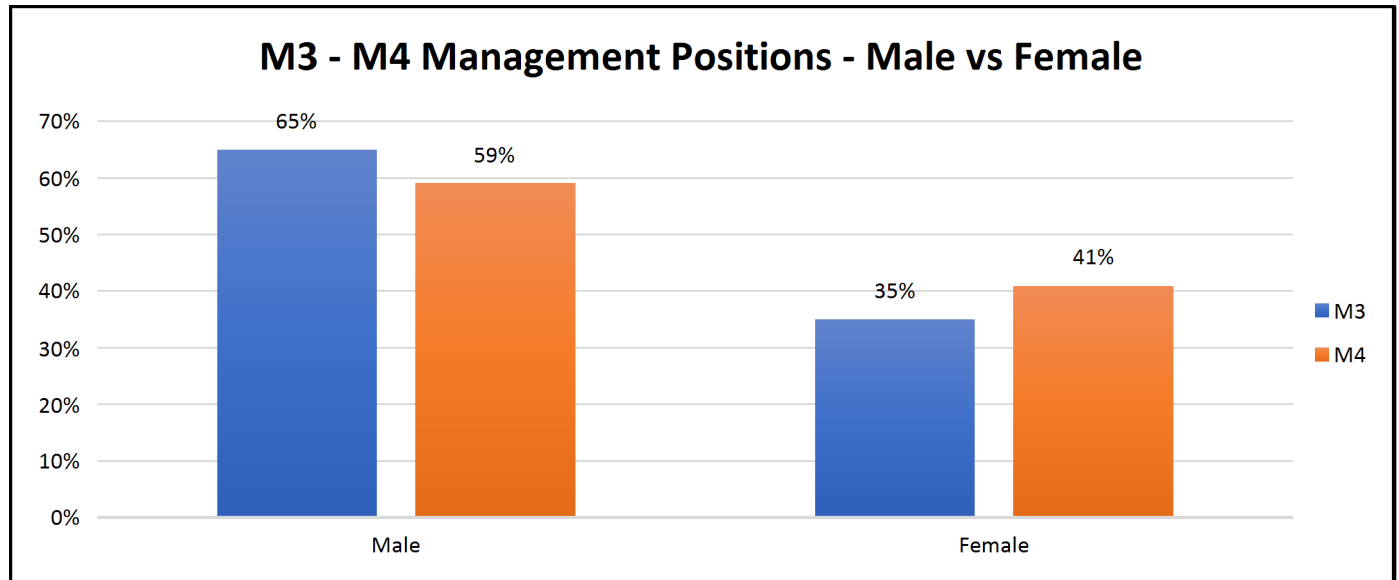
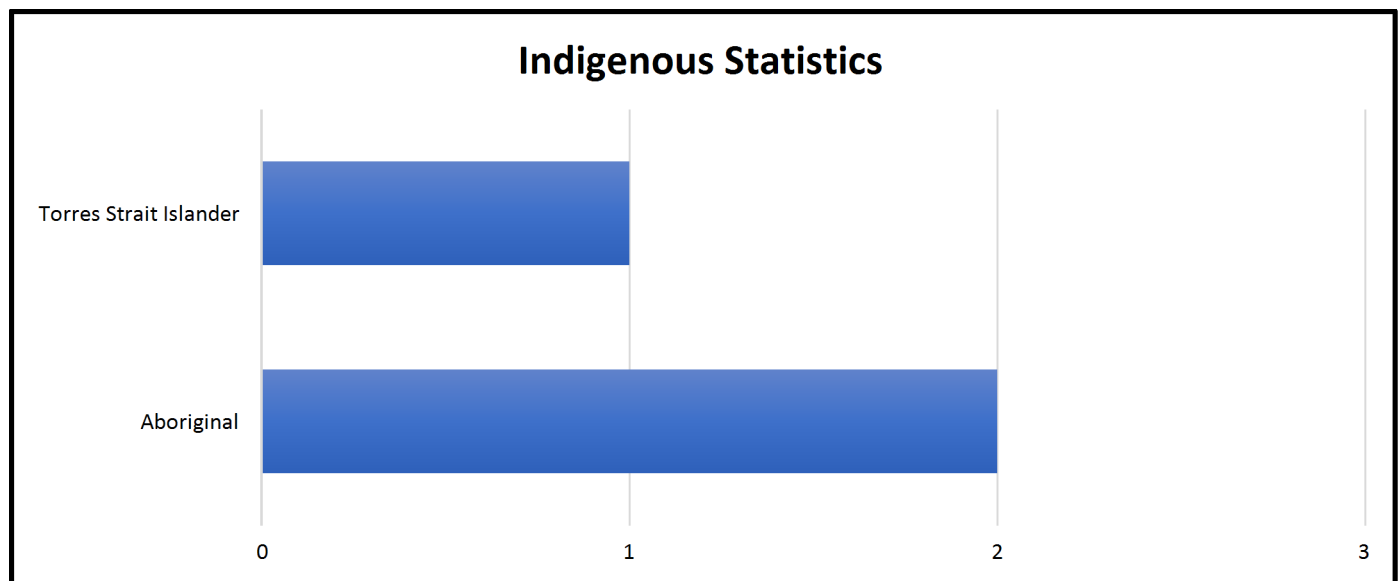


Figure 4.0 Workforce Demographics – Indigenous Employees



WORKFORCE - LEAVE

Figure 1.0 Workforce Demographics – Excess Annual Leave by Directorate.

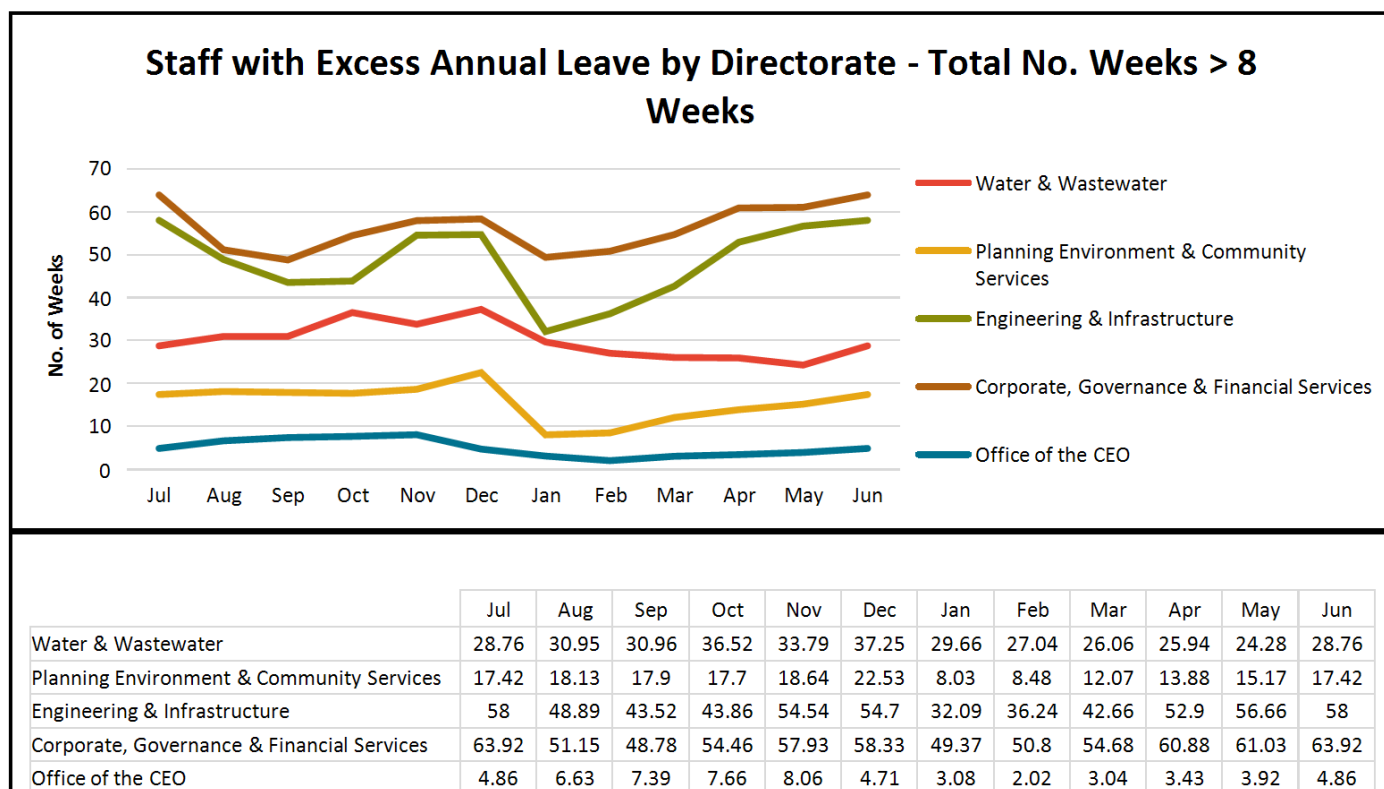


Figure 2.0 Workforce Demographics – Excess Long Service Leave by Directorate.

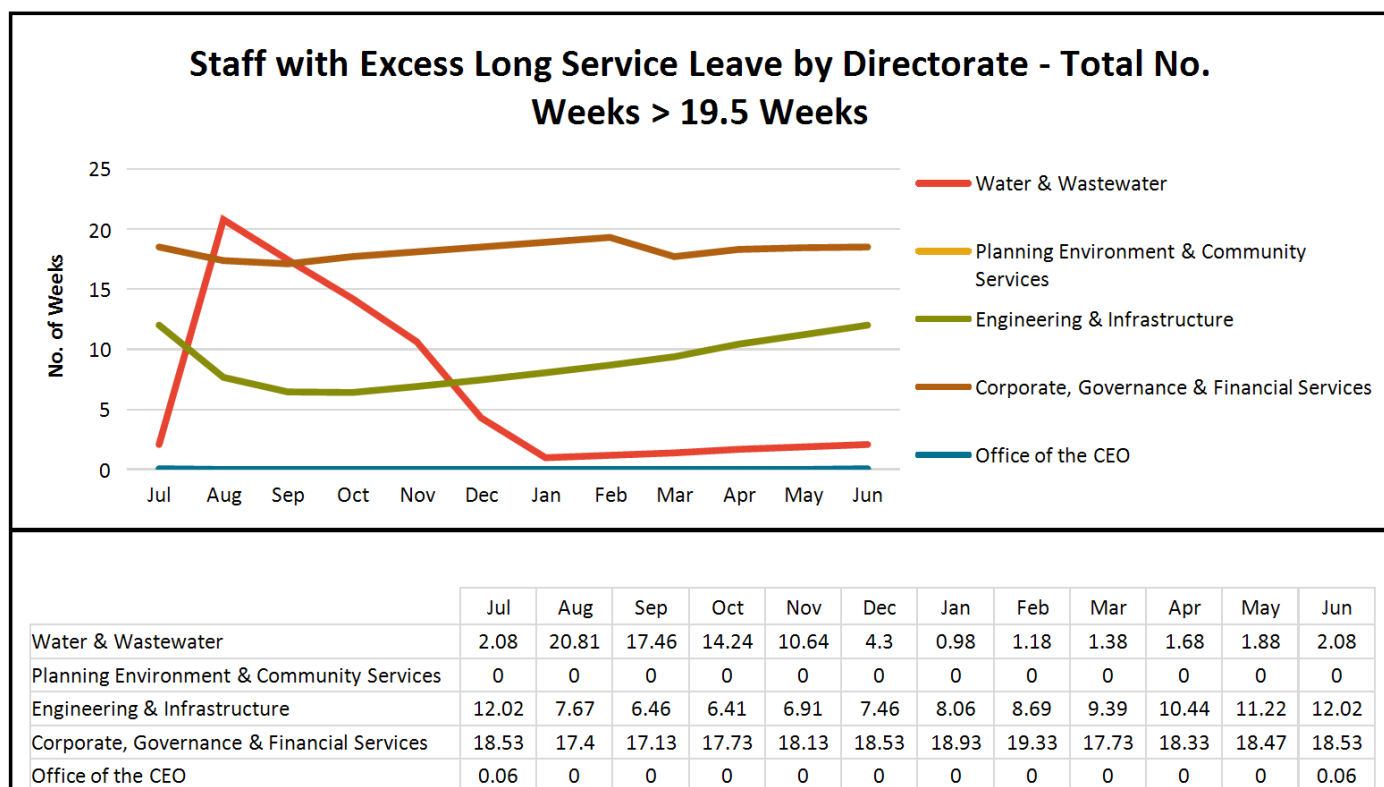
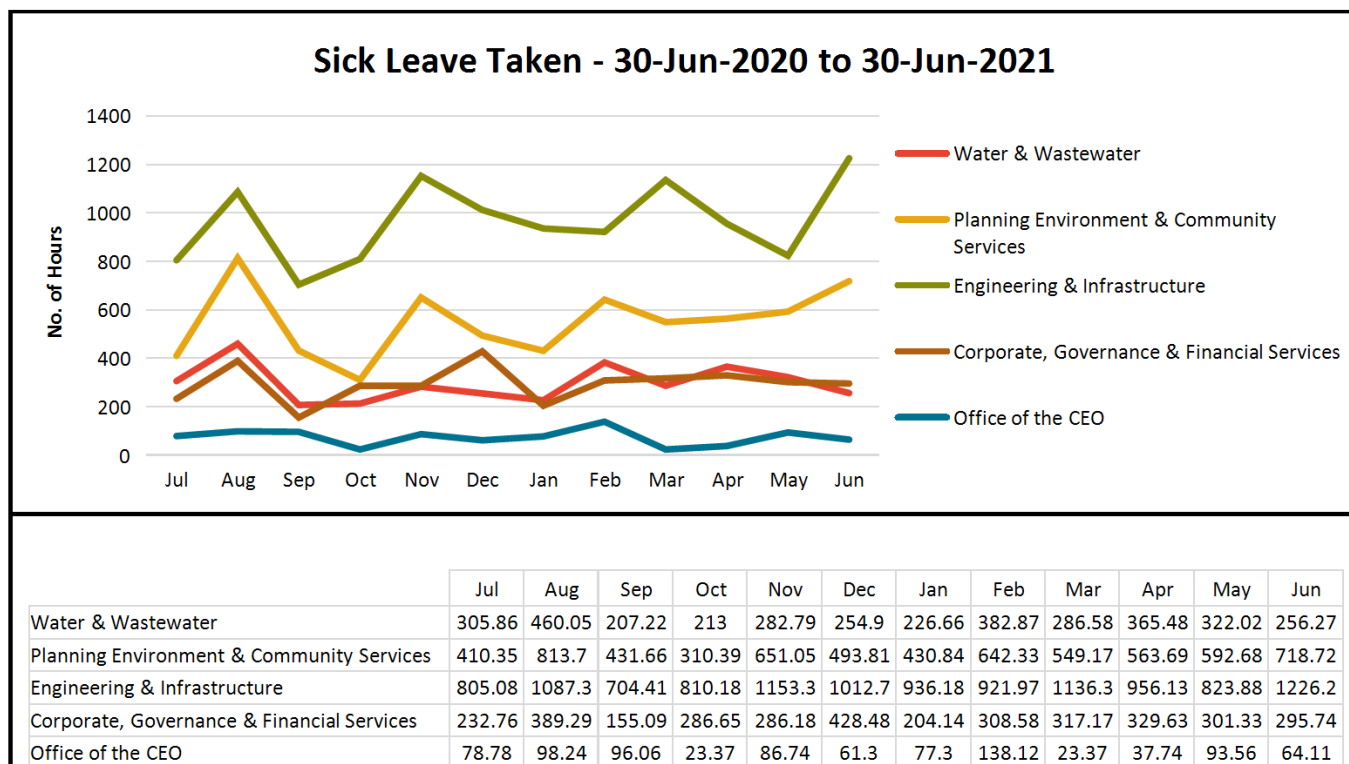


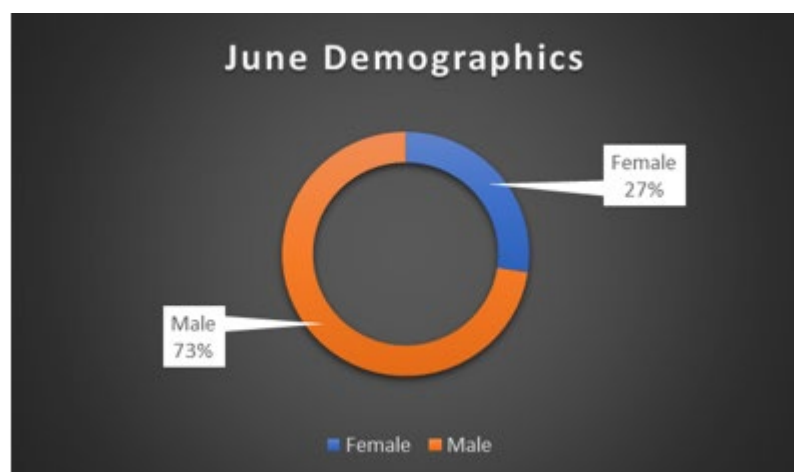
Figure 3.0 Workforce Demographics – Sick Leave Taken by Directorate.



TRAINING INFORMATION

How many employees received training for the month

Directorate	CEO	CGFS	E&I	PECS	W&W
Number of Employees	0	3	31	1	27



TRAINING BREAKDOWN FOR JUNE

Apprentice Plumber (3 weeks) and Apprentice Electrician Block Training (2 weeks)

First Aid	7
Construction Card	1
WIOA Queensland Water Industry Operations Conference & Exhibition	4
Plant Theory	3
Securing Loads	29
Fire Safety Advisor	1
Working Safely at Heights	1

Minute Taking Workshop	6
Authorised Person	5
TechOne Customer Training	1
Confined Space Rescue	2
Traffic Management Implementation	2
Totals	452 hrs

PLANT TRAINING

- HR
- Loader
- Forklift

VOC MONTHLY INFORMATION

- Forklift x 4 (plus 4 familiarisations)
- Skid-Steer x 1
- Loader x 3

Report authorised by:

JEFF STEWART-HARRIS
Chief Executive Officer

Date: July 2021

ATTACHMENTS:

- Nil

DATE: July 2021

PEOPLE & PERFORMANCE

DIRECTORATE HIGHLIGHTS

Enterprise Agreement Update

The ballot for the new Enterprise Agreement was held throughout the region on Thursday 8 July 2021. Members of the People and Performance team were stationed at each of the locations accompanied by a Union Representative to ensure voting was conducted without a hitch. Votes were counted by Shane Brandenburg, the Returning Officer and scrutinised by Union Members and IRC representatives.

It was a resounding yes! Of the 380 employees eligible to vote we received 278 votes in total, 245 voted yes, 21 voted no and 12 votes were declared invalid.

Formalisation of the new Employee Agreement is now being conducted for certification by the Queensland Industrial Relations Commission.

People and Performance Team Update

Recently the manager for People and Performance has changed working hours and is now part-time. This change has allowed for the opportunity for our Senior People and Performance Business Partner to take on higher level of duties including formal delegations of authority to support business continuity and service levels for the organisation.

The team currently have a few members away on leave, this has created the opportunity to allow people within our team to step into higher level roles and assist in other areas of the department. Jemma one of our People and Performance Officer's will be acting in the role of Corporate Governance and Financial Services, and, Water and Waste Business Partner and Jodie has been supporting Engineering and Infrastructure as Business Partner.

We have also had a new People and Performance Officer, Suzanne Maguire join the team to assist with the Planning, Environment and Community Services Department.

Women in Local Government Advisory Committee

The Women in Local Government Advisory Committee met on 27 July 2021 to discuss the further development of the Committee's focus areas. A review of the Domestic Violence Policy and development of a Domestic Violence strategy to support employees who maybe experiencing Domestic Violence is being finalised by the committee for endorsement.

Further work surrounding developing a workplan to continue to respond to opportunities to improve gender/diversity balance within Isaac Regional Council is also an area the Committee is focusing on.

Onboarding Review

Review of the People and Performance onboarding and induction process has now been finalised. As a result, the new starter paperwork has been refined and condensed into fewer forms which will help with administering and keeping the process simple. The probation review process was also addressed with consultation with Systems and Payroll and has resulted in a streamlined procedure to assist all departments in managing probation more efficiently.

A revision of surveys used through the platform Survey Monkey sent out to new starters during their probation period are being revised to align with the updated onboarding and induction processes. The surveys once finalised will be sent out to employees at intervals during the first 9 months of employment with Isaac Regional Council to gain valuable insight from employees from their first months with Isaac Regional Council.

ACHIEVEMENTS WITHIN JULY:

Training Awards

The 2021 Queensland Training Awards – Central Queensland premiere is set to stream on Friday 30 July 2021 at 6pm.

The results of the regional winner will be announced during the stream with both Isaac Regional Council and Litia Pitt in the top three finalists in the respective areas:

- Litia is one of three finalists in the Aboriginal and Torres Strait Islander Student of the Year category
- Isaac Regional Council is one of three finalists in the category Large Employer of the Year

A State Gala Dinner is set to be celebrated in September 2021 for a special 60th anniversary year.

Rural Challenge

The 2021 LGMA Rural Management Challenge is back this year! Expression of interests have been sent out to all staff for nominations closing on 16 August 2021.

The Challenge is due to take place on Wednesday 25th November 2021 in Emerald. This was a great opportunity to showcase the Isaac Region and open our doors to councils from across the NQ & CQ regions.

ISSUES WITHIN JULY:

Nil

FINANCIAL REPORT:

People and Performance is tracking to budget for the month of July 2021.

DEVIATION FROM BUDGET AND POLICY:

Nil

AUGUST'S PROGRAM:

Career Pathways Expo

The Moranbah State High School Education and Career Pathways Expo will be held on 5 August 2021. Isaac Regional Council will have a stall with information and merchandise for potential future IRC employees!

Strategic Workshop Group

The People and Performance team have launched a Strategic Workshop Group to collaborate and discuss the Our People Strategy Business Plan and Annual Operating Plan in order to address areas of important focus within the teams Departments working strategies. The areas of focus will include

- New starter orientation review/development
- Performance Management Framework review
- Training Needs Analysis
- Career Pathways
- Workforce Planning

Certification of Employee Agreement

Through the assistance of Peak Services, the required paperwork will be completed and submitted to the Queensland Industrial Relations Commission to have the Employee Agreement Certified.

Mentor Program Orientation Day/ graduates

The Mentor Program/Graduate Orientation Day is set to take place next month.

DEVELOPING INITIATIVES / ISSUES:

Trainees and apprentices plan for 2023-2028

INFORMATION BULLETIN

ESTABLISHMENT REPORT:

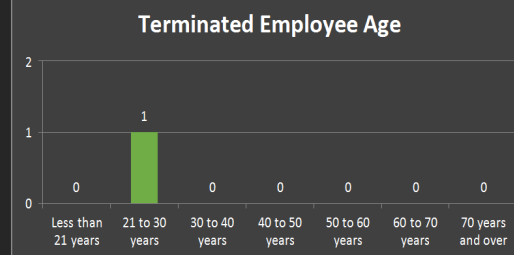
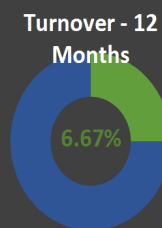
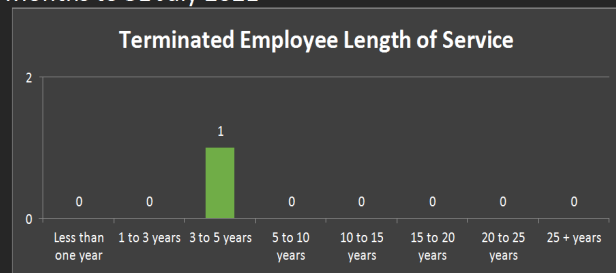
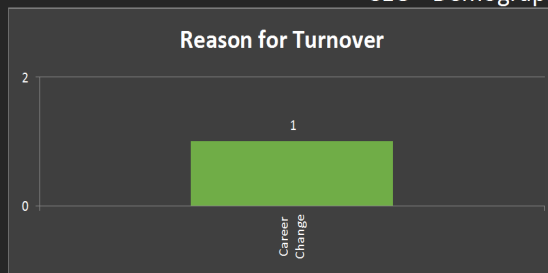
APPROVED POSITIONS	APPROVED FTE		
	FILLED	VACANT	TOTAL
Approved FTE	405.10	57.90	463.00

ACTUAL POSITIONS		
FILLED	VACANT	TOTAL
446.00	69.00	515.00

DEPARTMENT	APPROVED FTE		
	FILLED	VACANT	TOTAL
Chief Executive Officer	4.00	1.00	5
Manager People & Performance	12.00	0.00	12
Director Corporate, Governance & Financial Service	2.00	0.00	2
Manager Financial Services	21.00	0.00	21
Manager Brand Media & Communications	6.00	0.00	6
Chief Information Officer	17.40	1.00	18.4
Manager Governance & Corporate Services	4.00	0.00	4
Manager Contracts & Procurement	8.00	0.00	8
Manager Organisational Safety	10.00	1.00	11
Manager Enterprise Asset	3.00	1.00	4
Director Engineering & Infrastructure	2.00	0.00	2
Bowen Basin and Galilee Operations	8.00	0.00	8
Manager Parks and Recreation	55.50	7.70	63.2
Manager Infrastructure East	19.00	5.00	24
Manager Infrastructure West	34.00	12.00	46
Corporate Properties & Fleet	26.20	2.00	28.2
Manager Plant, Fleet & Workshops	13.00	0.00	13
Manager Infrast and Technical Services	3.00	2.00	5
Director Planning, Environment & Community Service	5.00	1.00	6
Economy & Prosperity	10.00	0.00	10
Liveability & Sustainability	14.00	1.00	15
Community Education & Compliance	12.00	5.00	17
Engaged Communities	14.70	0.00	14.7
Community Hubs	27.80	1.70	29.5
Community Facilities	12.40	3.50	15.9
Director Water & Waste	2.00	0.00	2
Water & Wastewater	42.00	12.00	54
Manager Waste Management	17.10	1.00	18.1
	405.10	57.90	463

ACTUAL POSITIONS		
FILLED	VACANT	TOTAL
4	1	5
14	0	14
2	0	2
21	1	22
7	0	7
20	1	21
5	0	5
8	0	8
10	2	12
3	1	4
2	0	2
8	1	9
56	8	64
19	5	24
34	12	46
30	2	32
13	0	13
3	2	5
5	1	6
10	0	10
14	1	15
13	5	18
15	0	15
35	2	37
32	11	43
2	0	2
44	12	56
17	1	18
446.00	69.00	515

CEO - Demographics - 12 Months to 31 July 2021



HEADCOUNT

15

HIRING

3

TURNOVER

1

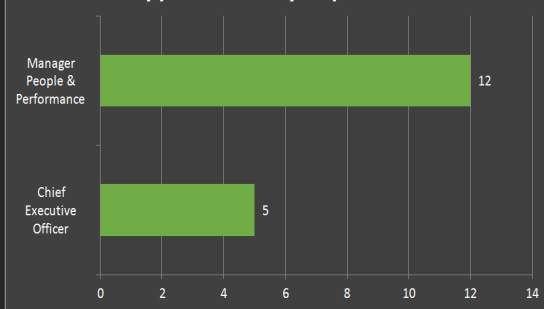
GENDER



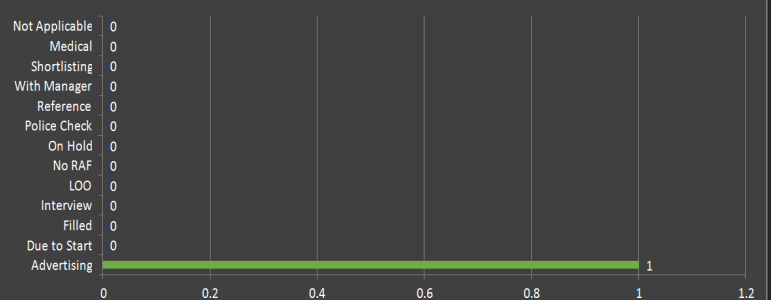
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87%

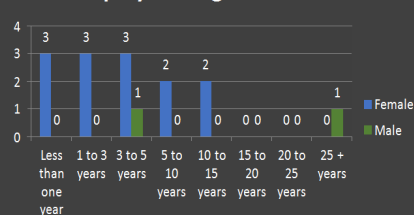
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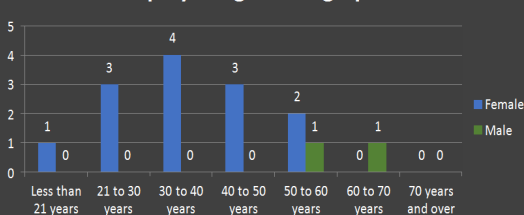
Current Vacancies



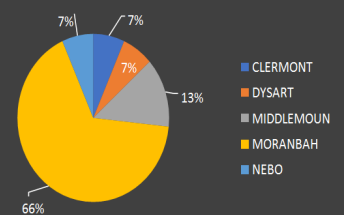
Employee Length of Service



Employee Age Demographics

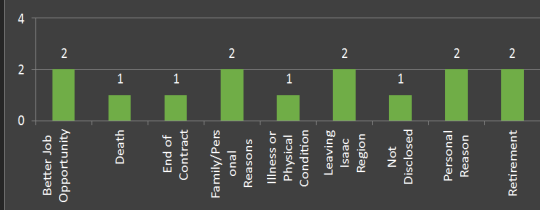


Position Location

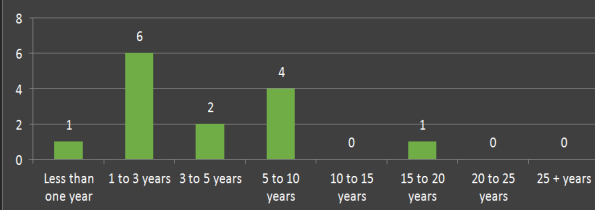


CG&FS - Demographics - 12 Months to 31 July 2021

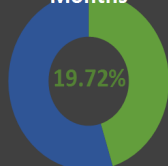
Reason for Turnover



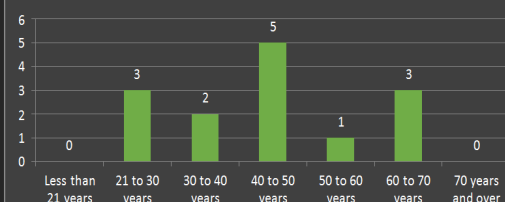
Terminated Employee Length of Service



Turnover - 12 Months



Terminated Employee Age



HEADCOUNT

71

HIRING

17

TURNOVER

14

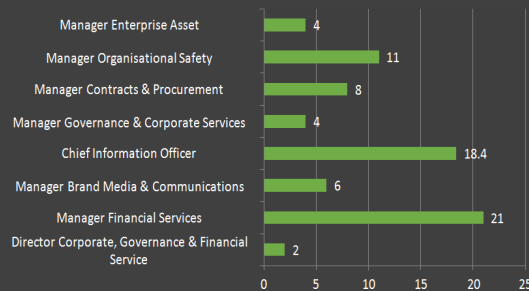
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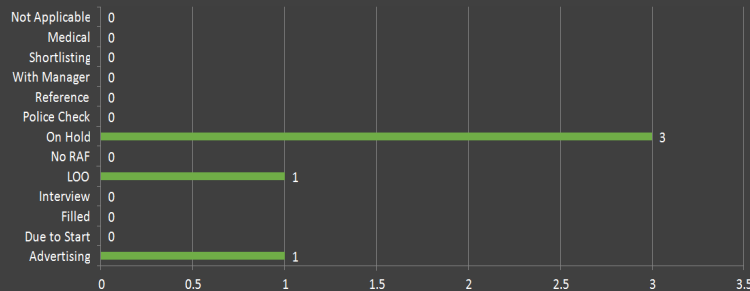
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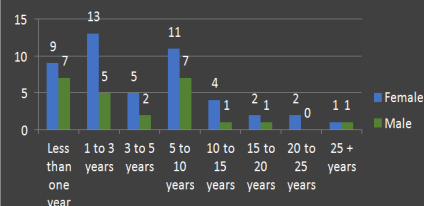
Approved FTE by Department



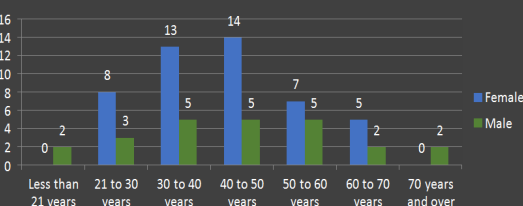
Current Vacancies



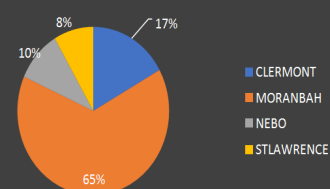
Employee Length of Service



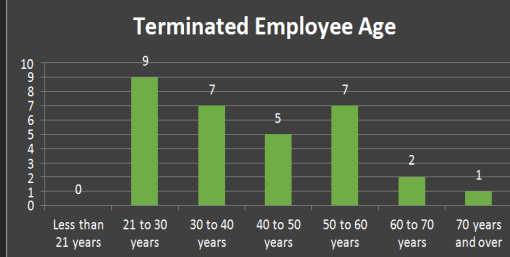
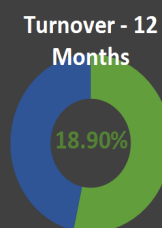
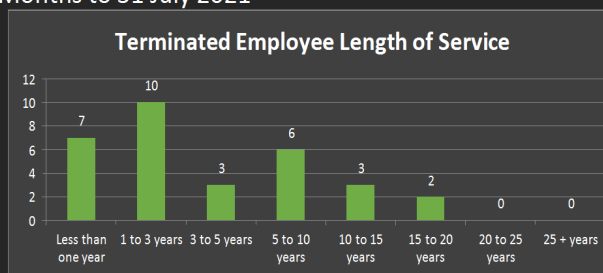
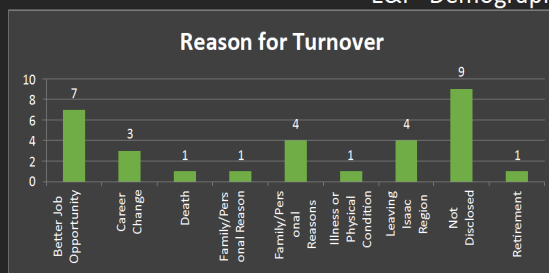
Employee Age Demographics



Position Location



E&I - Demographics - 12 Months to 31 July 2021



HEADCOUNT

164

HIRING

27

TURNOVER

31

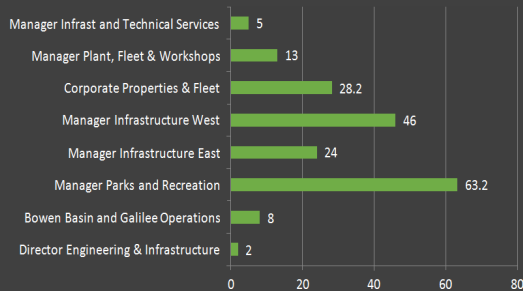
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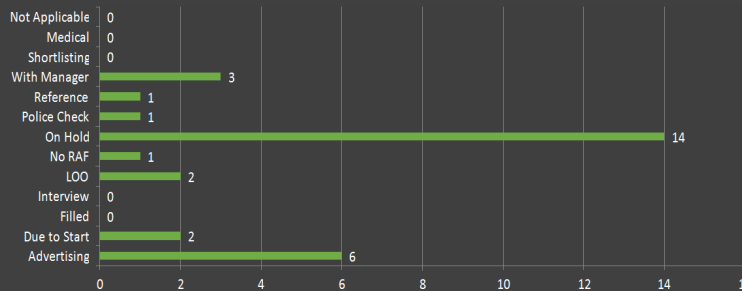
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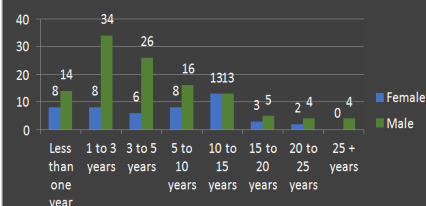
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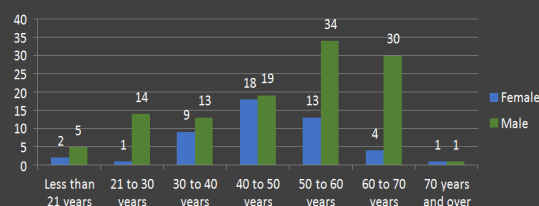
Current Vacancies



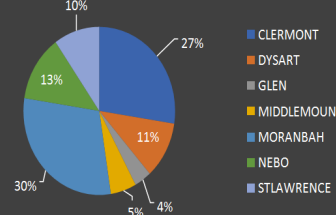
Employee Length of Service



Employee Age Demographics

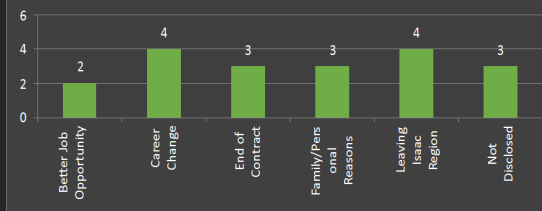


Position Location

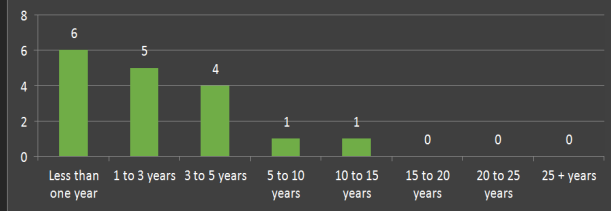


PE&CS - Demographics - 12 Months to 31 July 2021

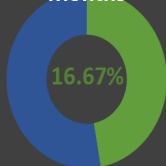
Reason for Turnover



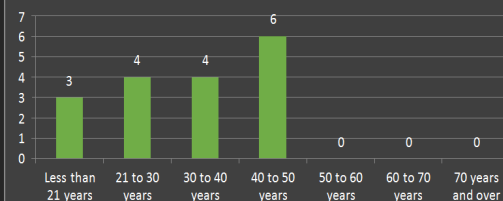
Terminated Employee Length of Service



Turnover - 12 Months



Terminated Employee Age



HEADCOUNT

102

HIRING

19

TURNOVER

17

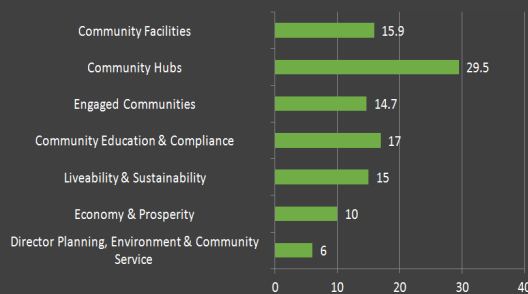
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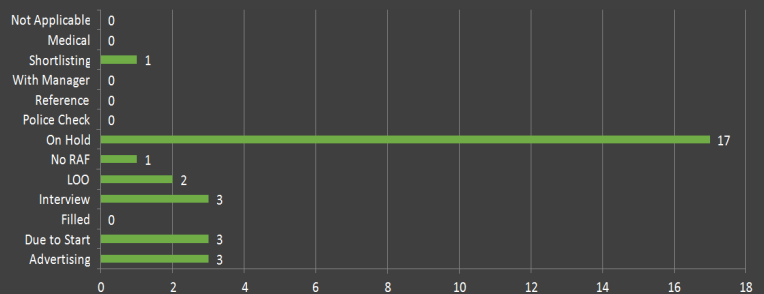
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77%

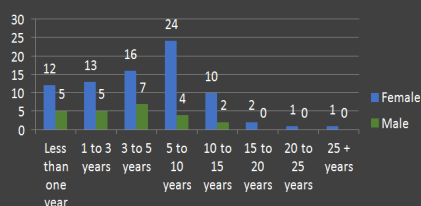
Approved FTE by Department



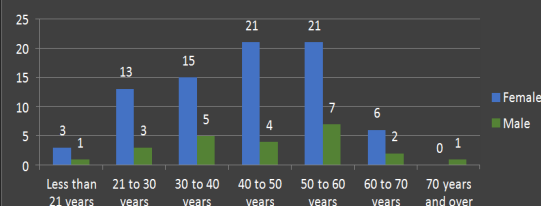
Current Vacancies



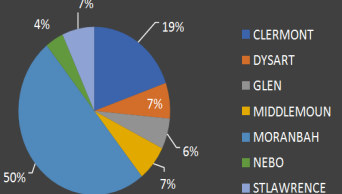
Employee Length of Service



Employee Age Demographics

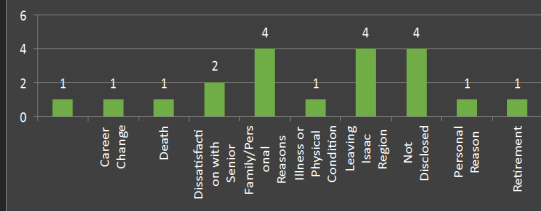


Position Location

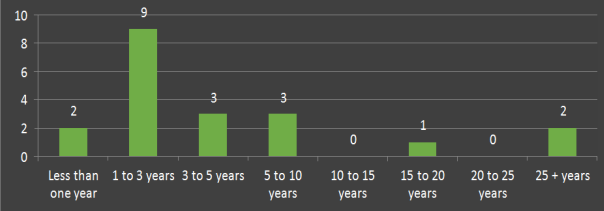


W&WW - Demographics - 12 Months to 31 July 2021

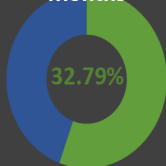
Reason for Turnover



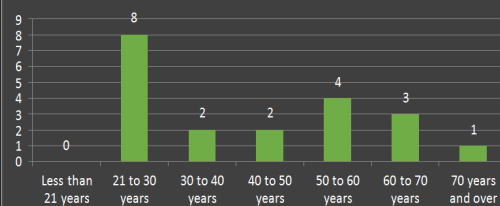
Terminated Employee Length of Service



Turnover - 12 Months



Terminated Employee Age



HEADCOUNT

61

HIRING

16

TURNOVER

20

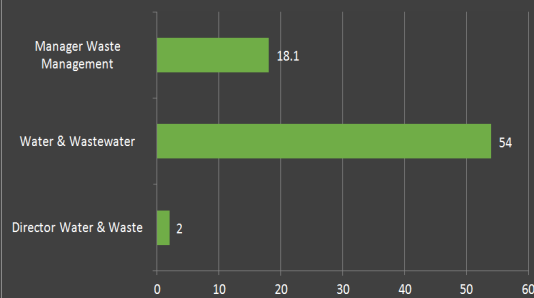
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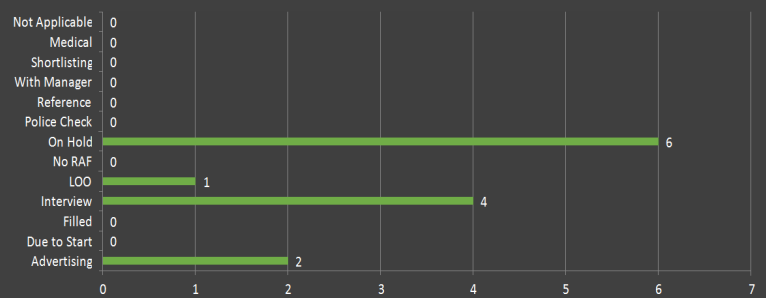
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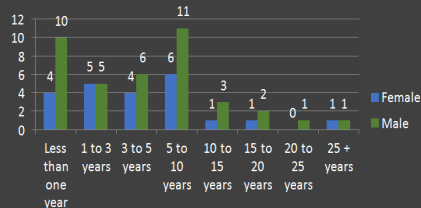
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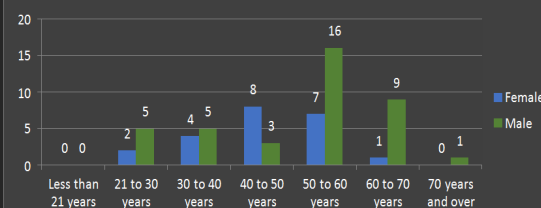
Current Vacancies



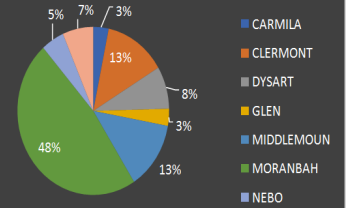
Employee Length of Service



Employee Age Demographics



Position Location

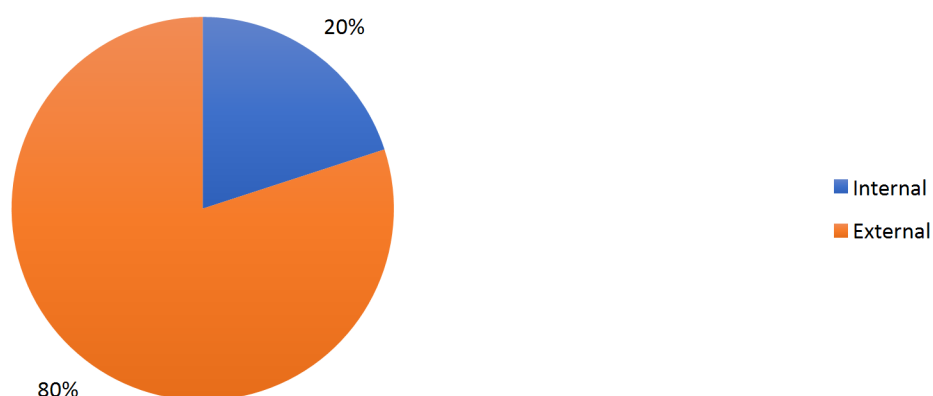


RECRUITMENT UPDATE

Positions Filled in the Month of July 2021.

Position Code	Org Position Status	Work Group	Position Description	Work Location	FTEs	Hire Date or Position Effective Date
Corporate, Governance & Financial Service						
44,104.00	A	1021	Senior ICT Officer	MORANBAH	1.00	12/07/2021
42,003.00	A	4055	Media & Communications Officer	CLERMONT	1.00	12/07/2021
44,216.00	A	2040	Information Management Officer	MORANBAH	0.70	12/07/2021
Engineering & Infrastructure Services						
55,307.00	A	2133	Plant Operator	NEBO	1.00	19/07/2021
52,215.00	A	4186	Labourer General Trades	MORANBAH	1.00	5/07/2021
51,508.00	A	1393	Project Admin Officer	MORANBAH	1.00	12/07/2021
Planning, Environment & Community Service						
65,510.00	A	1056	Departmental Administration Officer - EC	MORANBAH	1.00	12/07/2021
67,614.00	A	3102	Hospitality Casual	DYSART	0.50	12/07/2021
67,638.00	A	4607	Hospitality Casual	MORANBAH	0.50	26/07/2021
Water & Waste						
81,001.00	A	1057	Water and Wastewater Engineer	MORANBAH	1.00	12/07/2021

Internal & External Recruitment for the Month



INFORMATION BULLETIN

VACANT POSITIONS – ACTIVE RECRUITMENT

Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
Office of the CEO									
10,003.00	Active	1000	Administration Officer	Full Time	Vacant	Moranbah	1.00	28/05/2021	63
Corporate, Governance & Financial Service									
41,005.20	Active	1157	Finance Officer - Works and Asset	Full Time	Vacant	Moranbah	0.00	13/05/2021	78
44,101.00	Active	1021	Infrastructure Engineer - ICT	Full Time	Vacant	Moranbah	1.00	9/07/2021	21
47,002.00	Active	2046	Safety Business Advisor	Full Time	Vacant	Clermont	1.00	15/03/2021	137
47,008.20	Active	2046	Organisational Safety Support Officer	Full Time	Vacant	Moranbah	0.00	6/05/2021	85
49,003.00	Active	1120	Project Coordination Officer	Full Time	Vacant	Moranbah	1.00	9/07/2021	21
Engineering & Infrastructure Services									
51,507.00	Active	1600	Civil Engineering Student	Full Time	Vacant	Moranbah	0.00	19/02/2021	161
52,213.00	Active	4186	Labourer	Full Time	Vacant	Moranbah	1.00	20/09/2020	313
52,214.00	Active	4186	Labourer	Full Time	Vacant	Moranbah	1.00	22/11/2020	250
52,223.00	Active	4186	Groundsman	Full Time	Vacant	Moranbah	1.00	10/01/2021	201
52,235.00	Active	4170	Labourer	Full Time	Vacant	Clermont	1.00	3/05/2020	453
52,239.00	Active	4170	Labourer	Full Time	Vacant	Clermont	1.00	20/05/2021	71
52,252.00	Active	2143	Labourer	Full Time	Vacant	Nebo	1.00	26/03/2021	126
52,255.00	Active	2143	Labourer	Full Time	Vacant	Nebo	1.00	3/05/2021	88
52,261.00	Active	2125	Labourer	Part Time	Vacant	Glenden	0.70	26/11/2020	246
55,304.00	Active	2133	Labourer	Full Time	Vacant	Nebo	1.00	21/06/2021	39
55,309.00	Active	2133	Truck Operator	Full Time	Vacant	Nebo	1.00	19/07/2021	11
55,310.00	Active	2133	Truck Operator	Full Time	Vacant	Nebo	1.00	18/06/2021	42
55,602.00	Active	2133	Grader Operator	Full Time	Vacant	Clermont	1.00	25/02/2021	155
55,604.00	Active	2133	Truck Driver	Full Time	Vacant	Clermont	1.00	18/03/2021	134
56,000.00	Active	1071	Manager Infrastructure, Parks and Recreation	Full Time	Vacant	Moranbah	1.00	28/08/2020	336
56,063.00	Active	1071	Works Admin Officer	Full Time	Vacant	Clermont	1.00	31/05/2021	60
56,064.00	Active	1071	Works Admin Officer	Full Time	Vacant	Moranbah	1.00	19/04/2021	102

INFORMATION BULLETIN

Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
56,205.00	Active	4193	Road Train Driver	Full Time	Vacant	Clermont	1.00	7/08/2020	357
56,206.00	Active	4193	Road Train Driver	Full Time	Vacant	Clermont	1.00	17/06/2021	43
56,213.00	Active	4193	Grader Operator	Full Time	Vacant	Clermont	1.00	19/04/2020	467
56,222.00	Active	4193	Plant Operator	Full Time	Vacant	Clermont	1.00	14/07/2021	16
56,417.00	Active	1382	Plant Operator	Full Time	Vacant	Dysart	1.00	29/04/2021	92
56,422.00	Active	1382	Labourer	Full Time	Vacant	Dysart	1.00	7/12/2020	235
56,427.00	Active	1382	Plant Operator	Full Time	Vacant	Dysart	1.00	16/04/2021	105
56,511.00	Active	4180	Labourer	Full Time	Vacant	Moranbah	1.00	25/07/2021	5
56,514.00	Active	4180	Plant Operator	Full Time	Vacant	Moranbah	1.00	21/02/2020	525
57,508.00	Active	1061	Carpenter	Full Time	Vacant	Moranbah	1.00	21/03/2021	131
57,513.00	Active	1061	Plumber - Commercial	Full Time	Vacant	Clermont	1.00	27/05/2021	64
59,016.00	Active	1072	Technical Officer	Full Time	Vacant	Moranbah	1.00	11/12/2020	231
59,022.00	Active	1072	Technical Engineer	Full Time	Vacant	Moranbah	1.00	18/11/2020	254
Planning, Environment & Community Service									
60,201.00	Active	1049	Capital Project Coordinator	Full Time	Vacant	Moranbah	1.00	27/07/2021	3
63,500.00	Active	1058	Manager Liveability & Sustainability	Full Time	Vacant	Moranbah	1.00	31/05/2021	60
64,520.00	Active	1100	Community Safety & Animal Management Officer	Full Time	Vacant	Moranbah	1.00	5/06/2020	420
64,530.00	Active	1101	Senior Plumbing Inspector	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
64,541.00	Active	4062	Lead Compliance Officer	Full Time	Vacant	Moranbah	1.00	12/02/2021	168
64,543.00	Active	4062	Compliance Officer	Full Time	Vacant	Moranbah	1.00	21/12/2020	221
64,551.00	Active	4152	Environmental Health Officer	Full Time	Vacant	Moranbah	1.00	9/04/2021	112
64,552.00	Active	4152	Environmental Health Officer	Full Time	Vacant	Moranbah	1.00	16/01/2021	195
65,606.00	Active	2424	Community Relations Officer (Sports, Rec & Dev)	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
65,607.00	Active	2425	Community Relations Officer (First Peoples)	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
65,610.00	Active	1056	Program Leader Community Engagement	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,721.00	Active	2205	Community Hub Team Leader - Nebo	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,725.00	Active	2207	Community Hub Team Leader - Glenden	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0

INFORMATION BULLETIN

Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
66,729.00	Active	3310	Community Hub Team Leader - St Lawrence	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,741.00	Active	3311	Community Hub Team Leader - Middlemount	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,746.00	Active	3309	Community Hub Team Leader - Dysart	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,750.00	Active	4209	Community Hub Team Leader - Clermont	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,754.00	Active	4084	Frontline Service Officer	Part Time	Vacant	Clermont	0.70	31/07/2020	364
66,762.00	Active	4084	School Based Library/Museum Frontline Trainee	Full Time	Vacant	Clermont	1.00	22/11/2020	250
67,519.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	305
67,520.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	27/11/2020	245
67,521.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	305
67,522.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	305
67,523.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	305
67,524.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	305
67,526.00	Active	2426	Casual Pool Lifeguard	Casual	Vacant	Moranbah	0.00	31/05/2021	60
67,610.00	Active	2428	South & West Facilities Area Leader	Full Time	Vacant	Dysart	1.00	1/06/2021	59
67,613.00	Active	3102	Hospitality Casual	Casual	Vacant	Dysart	0.50	23/03/2021	129
67,630.00	Active	2428	Moranbah Facilities Area Leader	Full Time	Vacant	Moranbah	1.00	22/06/2019	769
67,631.00	Active	4607	Chef/Cook Moranbah Community Centre	Full Time	Vacant	Moranbah	1.00	18/09/2020	315
Water & Waste									
81,013.00	Active	3041	Senior Water & Wastewater Operator	Full Time	Vacant	Dysart	1.00	6/10/2020	297
81,015.00	Active	3019	Water & Wastewater Operator	Full Time	Vacant	Dysart	1.00	9/11/2020	263
81,016.00	Active	3042	Senior Water & Wastewater Operator	Full Time	Vacant	Middlemount	1.00	17/05/2019	805
81,017.00	Active	3042	Senior Water & Wastewater Operator	Full Time	Vacant	Moranbah	1.00	16/12/2019	592
81,027.00	Active	4048	Trainee Water & Wastewater Operator	Full Time	Vacant	Clermont	1.00	29/03/2021	123
81,029.00	Active	2020	Plumber	Full Time	Vacant	Nebo	1.00	1/03/2021	151
81,044.00	Active	2026	Water & Wastewater Operator	Full Time	Vacant	Glenden	1.00	12/07/2021	18
81,068.00	Active	4049	Water & Wastewater Operator	Full Time	Vacant	Moranbah	1.00	14/03/2021	138
81,083.00	Active	4021	Water & Wastewater Operator in Training	Full Time	Vacant	Clermont	1.00	21/05/2021	70

INFORMATION BULLETIN

Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
81,091.00	Active	2020	Apprentice Plumber	Full Time	Vacant	Dysart	1.00	5/03/2021	147
81,098.00	Active	1057	Maintenance Fitter	Full Time	Vacant	Moranbah	1.00	17/05/2021	74
81,406.00	Active	1500	Customer Administration Officer	Full Time	Vacant	Moranbah	1.00	24/06/2021	36
83,004.00	Active	4003	Plant Operator	Full Time	Vacant	Moranbah	1.00	18/03/2021	134

TURNOVER DEMOGRAPHICS

Figure 1.0 Turnover Demographics – 12 Months.

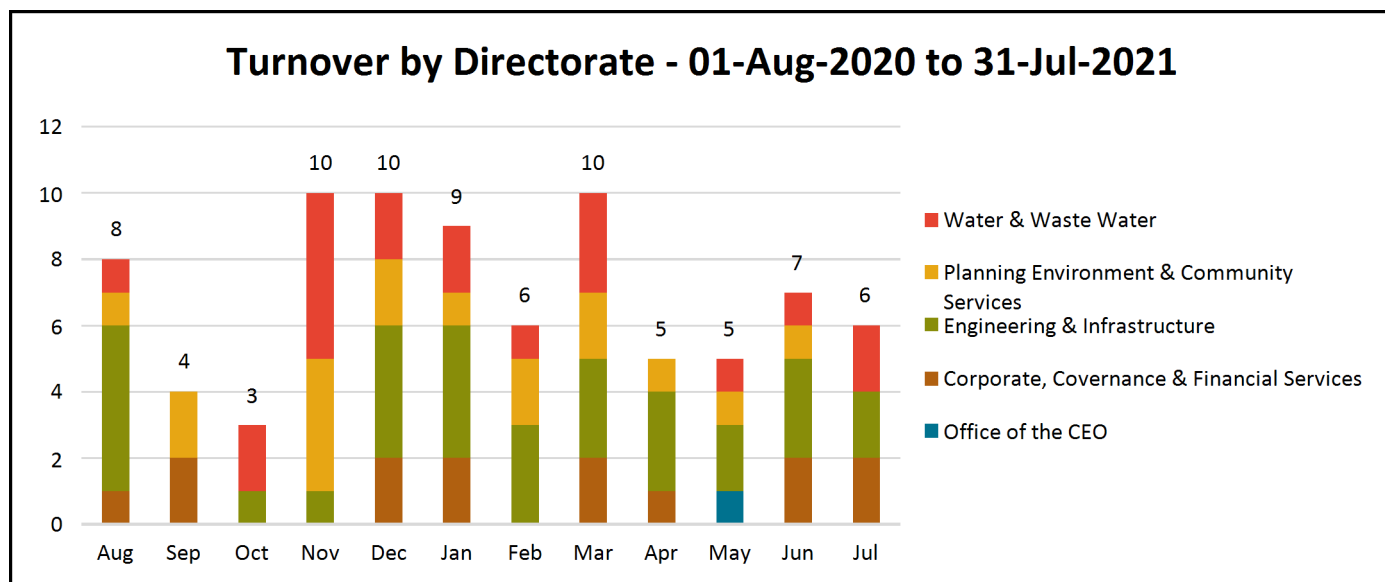


Figure 2.0 Turnover Demographics – Reason for Turnover 12 Months.

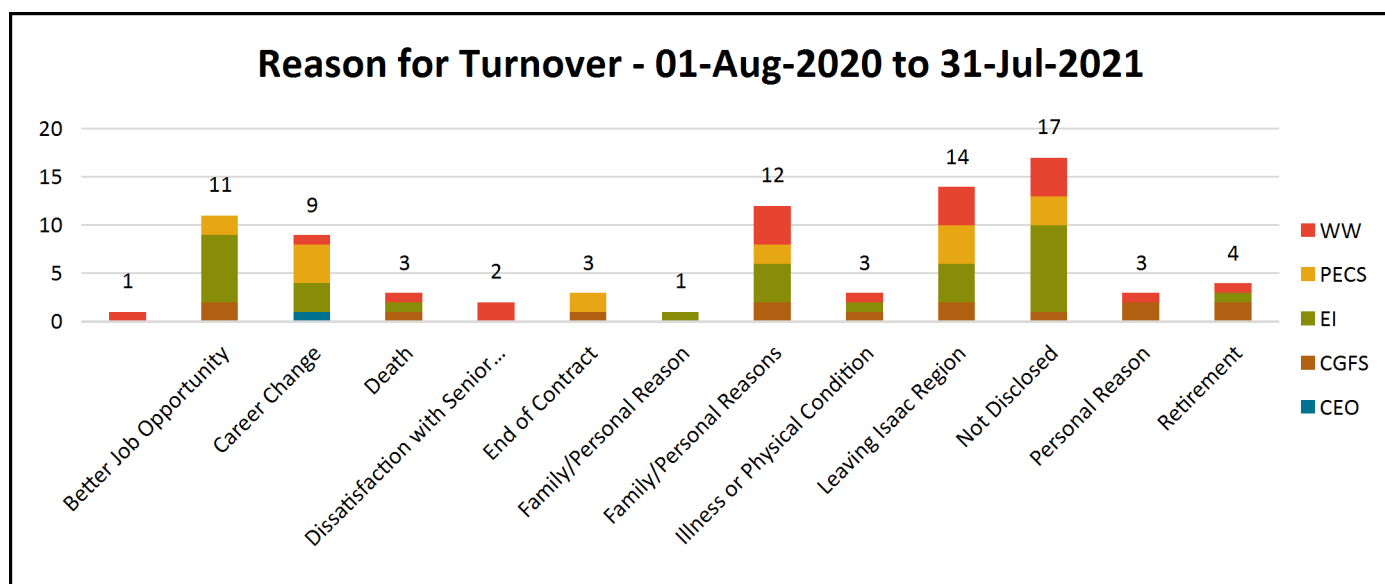
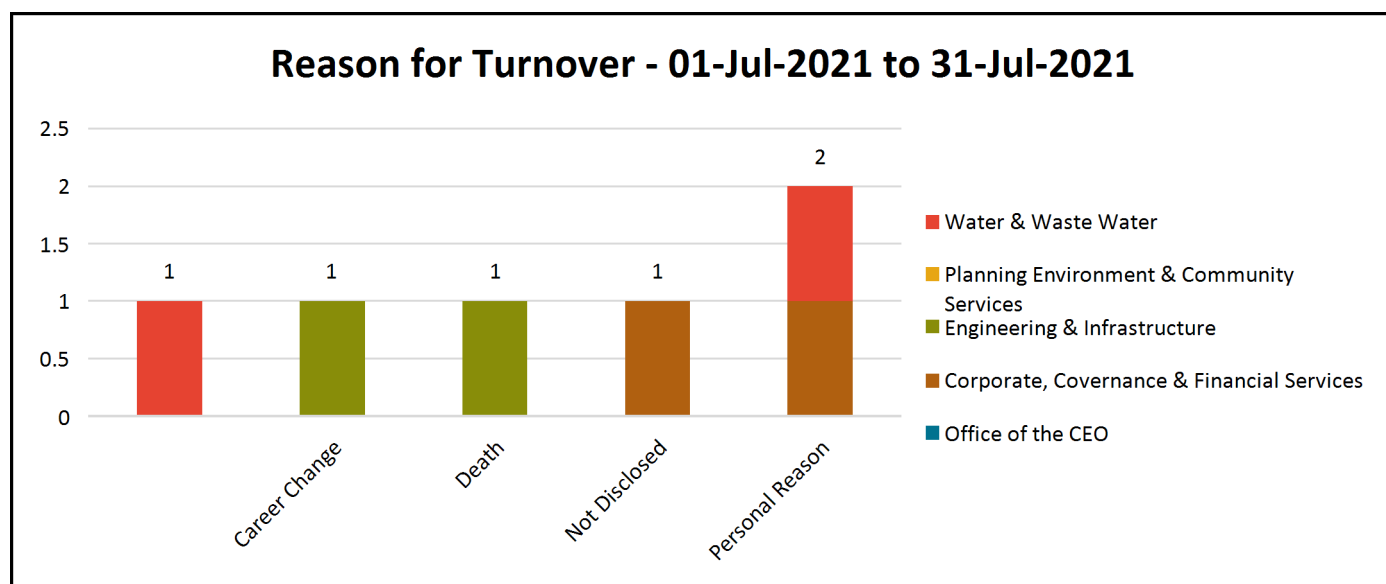


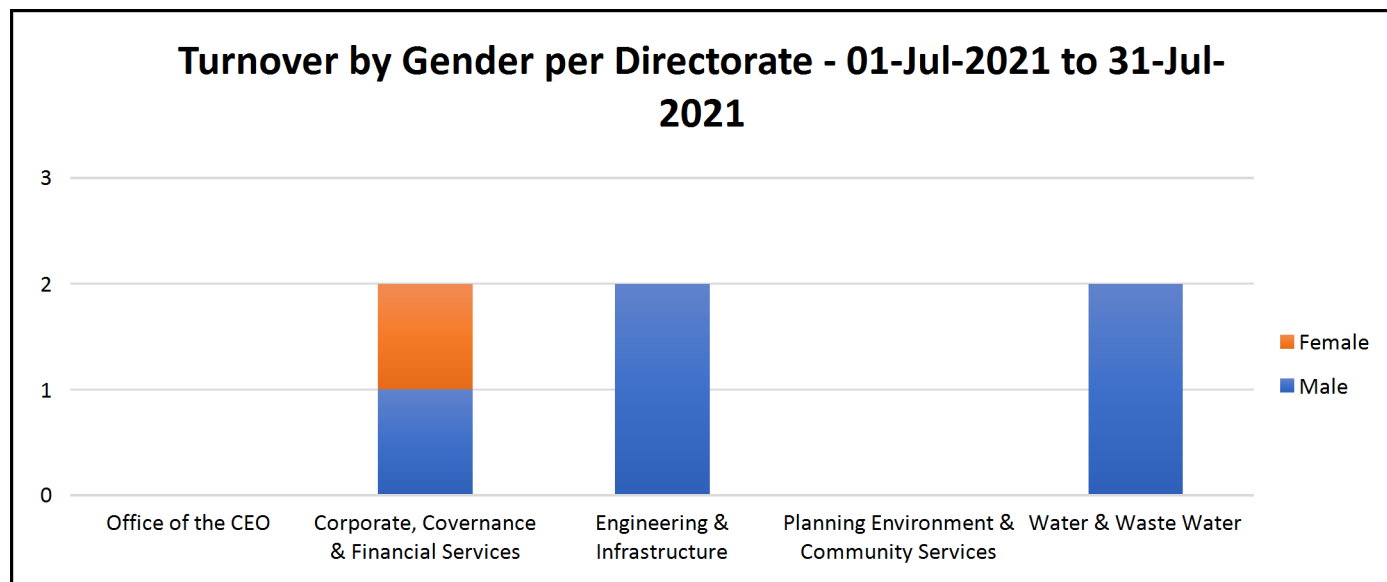
Figure 3.0 Turnover Demographics – Reason for Turnover – July.



Directorate	Monthly Turnover	Annual Turnover
CEO	0.00%	6.67%
Corporate, Governance & Financial Services	2.82%	19.72%
Engineering & Infrastructure	1.22%	18.90%
Planning, Environment and Community Services	0.00%	16.67%
Water & Waste	3.28%	32.79%
Totals	1.45%	20.10%

Annual Employee Turnover by Gender	No.	%
Male	46	22.55%
Female	37	17.70%

Figure 4.0 Turnover Demographics –Turnover by Gender for the Month - July.



Directorate	Female	Male
CEO	0	0
Corporate, Governance & Financial Services	1	1
Engineering & Infrastructure	0	2
Planning, Environment and Community Services	0	0
Water & Waste	0	2
Totals	1	5

WORKFORCE – DEMOGRAPHICS

Figure 1.0 Workforce Demographics – Male vs Female employees

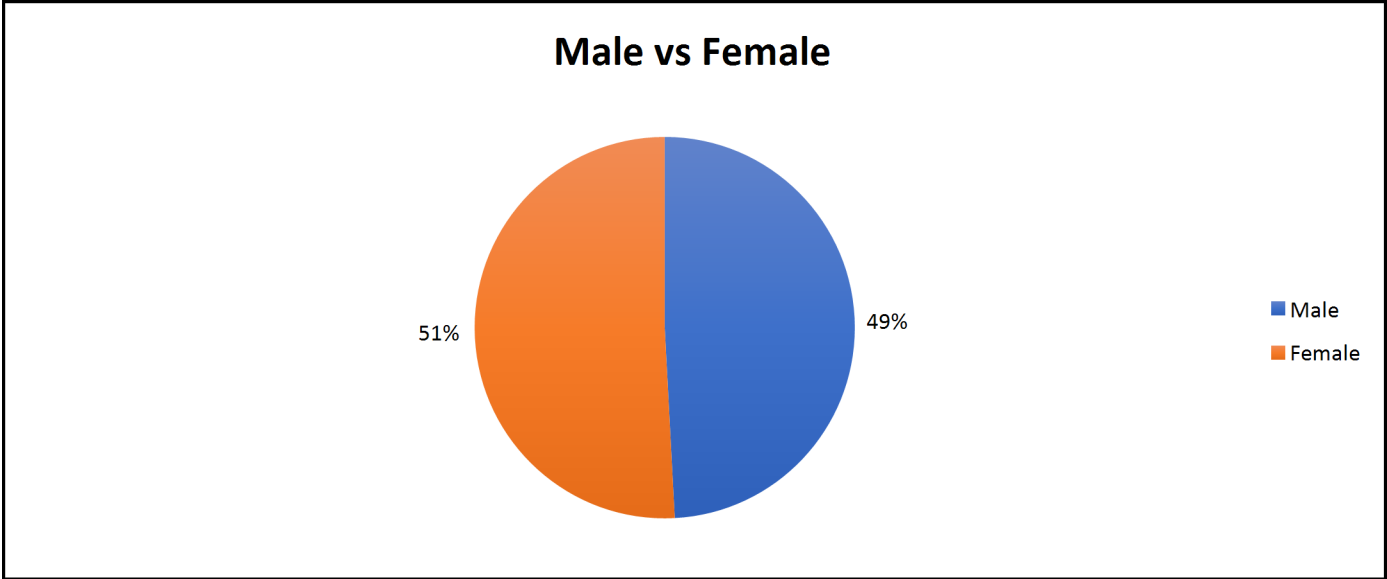


Figure 2.0 Workforce Demographics – Male vs Female – Management Positions

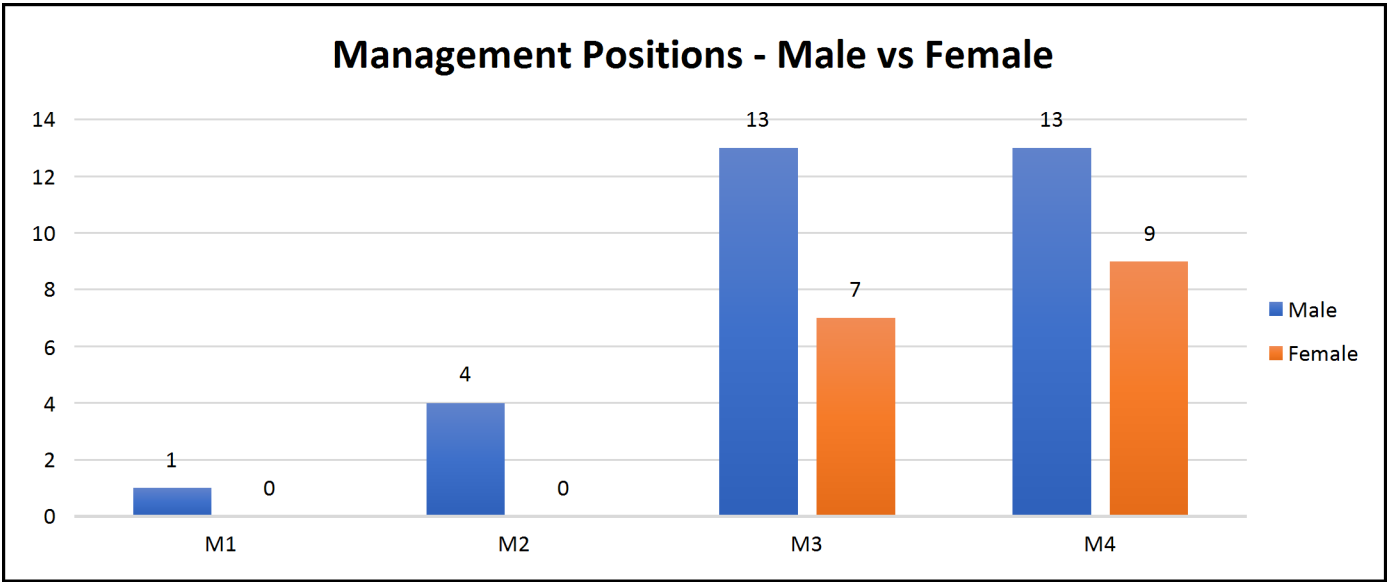


Figure 3.0 Workforce Demographics – Male vs Female – M3/M4 Management Positions

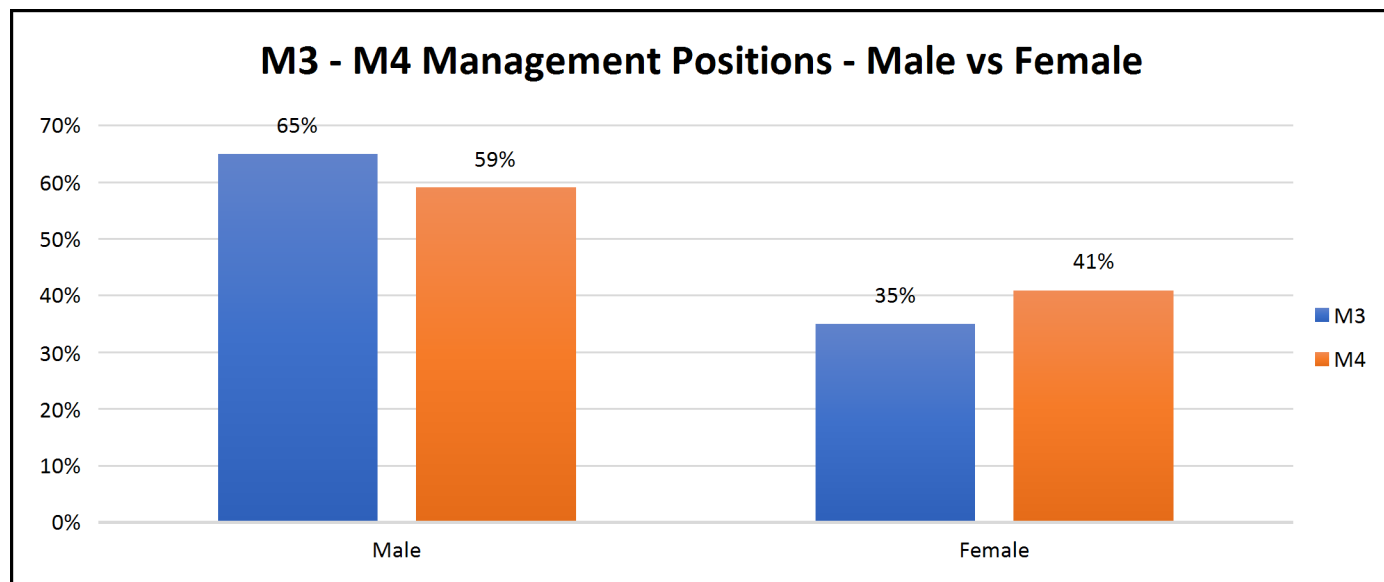
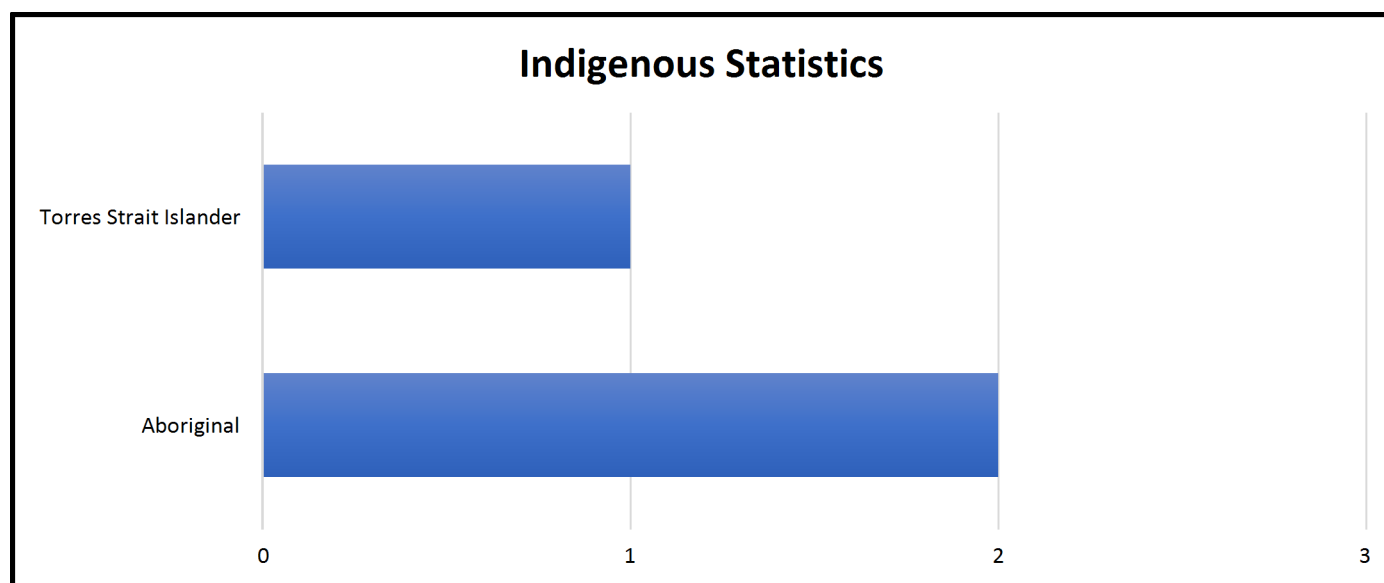


Figure 4.0 Workforce Demographics – Indigenous Employees



WORKFORCE - LEAVE

Figure 1.0 Workforce Demographics – Excess Annual Leave by Directorate.

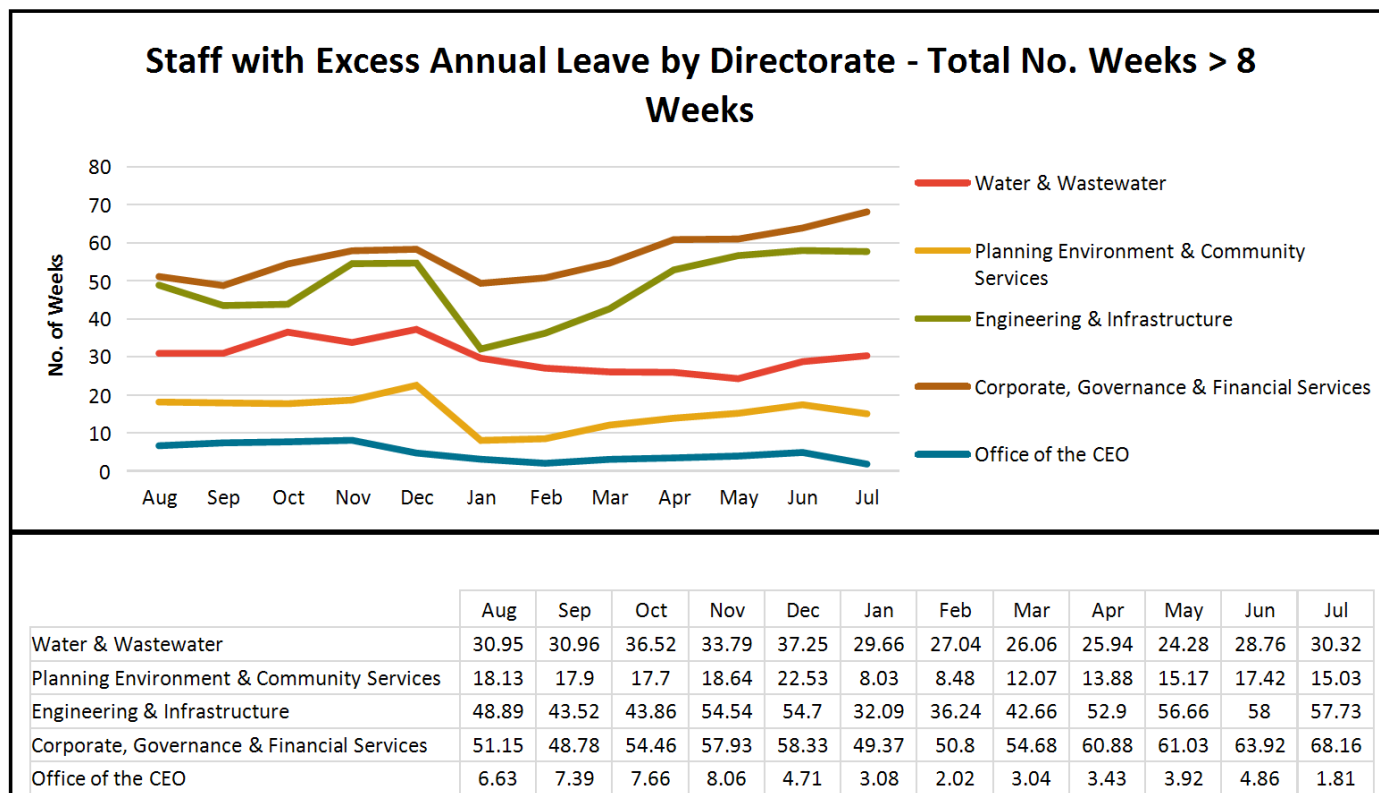


Figure 2.0 Workforce Demographics – Excess Long Service Leave by Directorate.

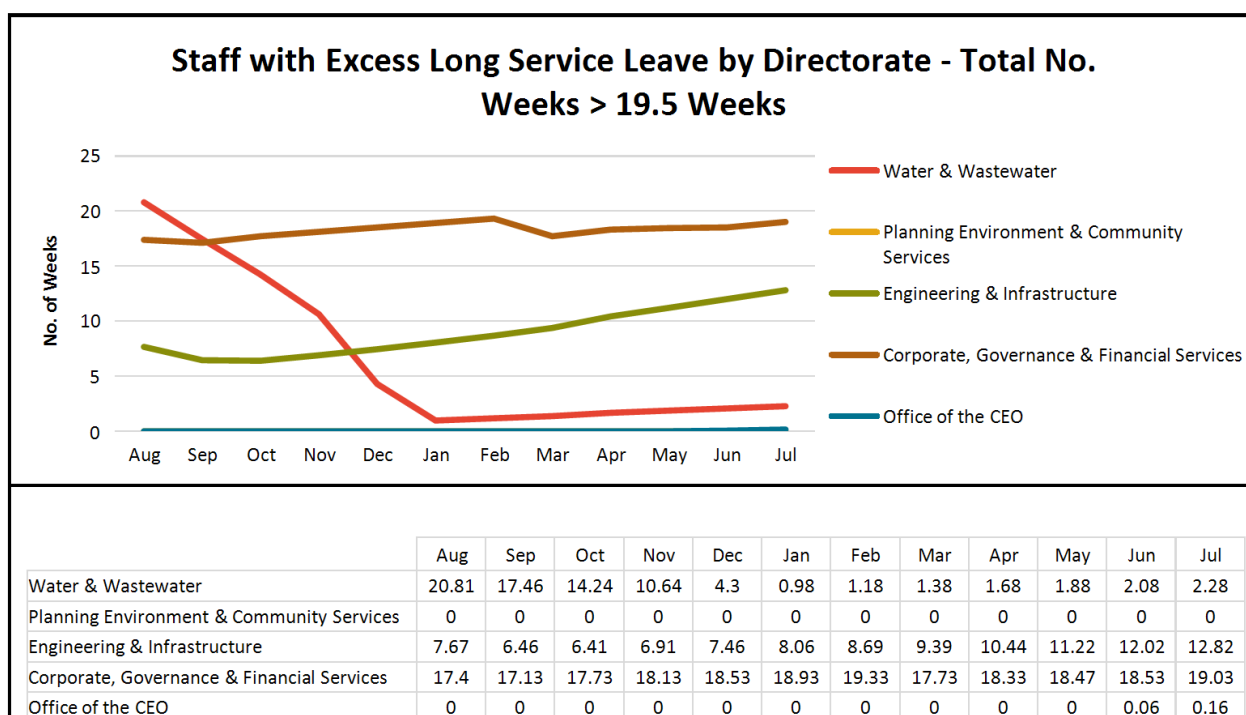
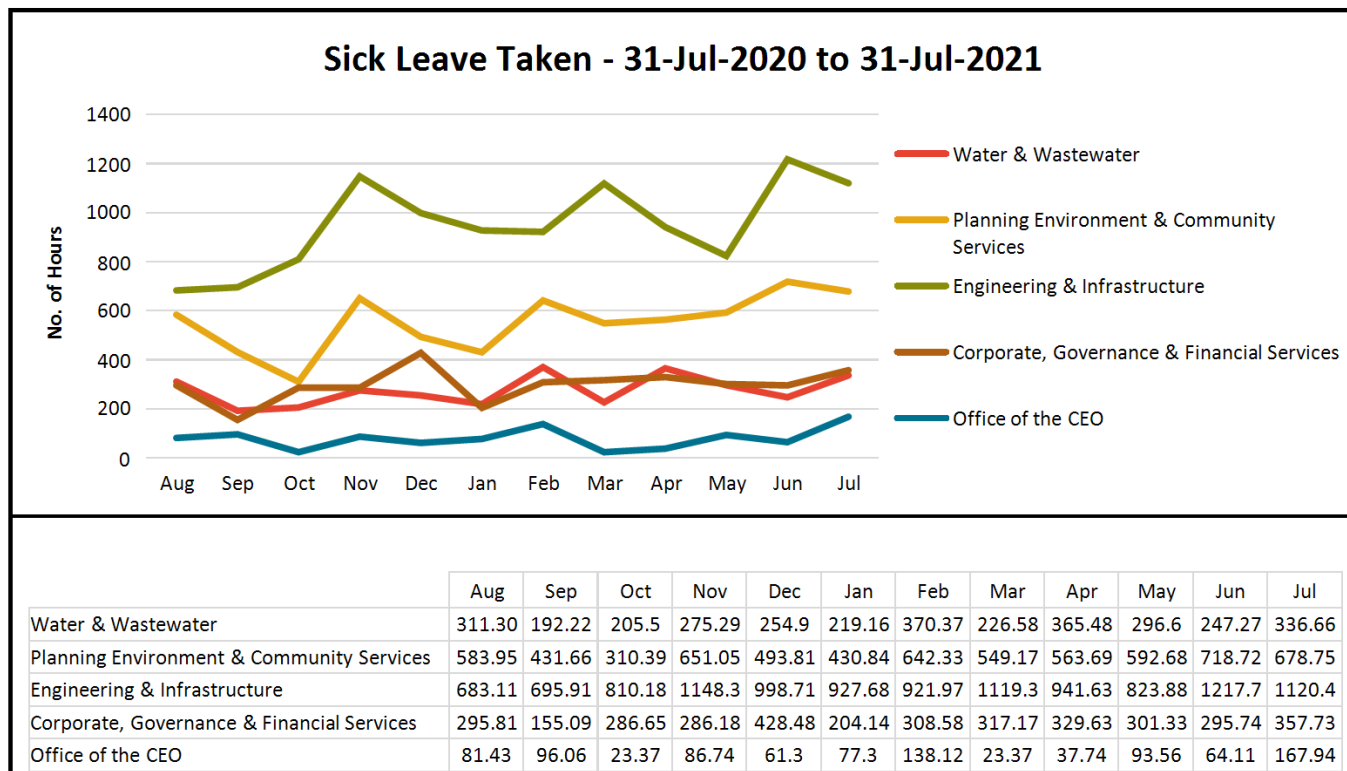


Figure 3.0 Workforce Demographics – Sick Leave Taken by Directorate.



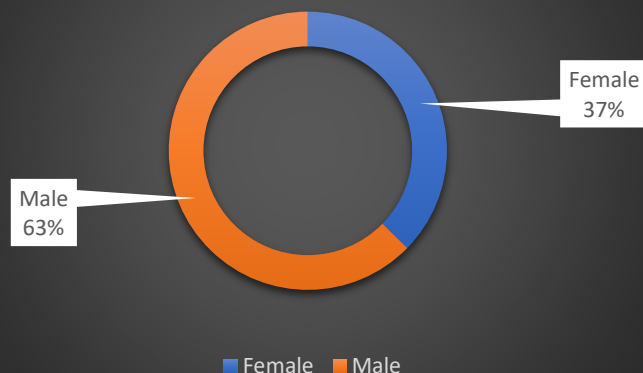
TRAINING INFORMATION

How many employees received training for the month

Directorate	CEO	CGFS	E&I	PECS	W&W
Number of Employees	0	3	43	17	4



July Demographics



TRAINING BREAKDOWN FOR JULY

Apprentice Carpenter (2 weeks) and Apprentice Electrician Block Training (2 days)

First Aid	3
CPR	2
Construction Card	1
Australian Water Association North Queensland Region	3
Plant Theory	6
Plant Practical	3
Authorised Person	1
Traffic Management Implementation	12
Traffic Control (Stop/Slow Bat)	14
Chainsaw and Polesaw	3
Microsoft Excel	16
Embedded Risk Across Teams	1
Totals	555.5 hrs

Training budget spend (FY spend to date v Budget for all IRC)

Operating Ledger & Budgets YTD

Actual Income YTD	(20,839.45)	Budget Income	(8,333.34)	Rev Budget Income	(8,333.34)
Actual Expenditure YTD	15,312.28	Budget Expenditure	62,791.88	Rev Budget Expenditure	62,791.88

PLANT TRAINING

- Excavator
- Loader
- Roller
- Grader
- Backhoe

VOC MONTHLY INFORMATION

- Excavator x 2
- Excavator – familiarisation x 3

Report authorised by:

JEFF STEWART-HARRIS

Chief Executive Officer

Date August 2021

ATTACHMENTS:

- Nil