2018-2019
Annual Operational Plan Performance Report

4th Quarter Performance Report
Period Ending 30 June 2019
Resolution Number 6229

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

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

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

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

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

LEGEND	TOTAL ACTIONS
On Target	5
Monitor	7
Below Target	22
Not Proceeding	2
Completed	132
Total	168

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Communities

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

C1: Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost and effective services				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Street Lighting	Conduct Quarterly Inspections^	95% Operational	Infrastructure	**Completed**

Comments:

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

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

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

Comments:

Residential Housing Strategy currently in draft stage in anticipation for Land and Development Advisory Committee (LDAC) discussion and consideration finalisation of document anticipated for Quarter 2 2019/20.

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

Comments:

Quarter	Programs		# Library Members
	# Programs	# Participants	
1st Quarter	372	5059	12716
2nd Quarter	317	3846	13031
3rd Quarter	426	3733	13325
4th Quarter	422	4058	13565

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

Comments:

Satisfaction: Increase in positive feedback. Staff proactively inspecting centres and actioning items as required.

Maintenance: All maintenance is attended to as soon as practicable.

Capital works program: Final works for Clermont Showgrounds in progress due to be completed late August 2019.

Moranbah Community Centre Master Plan: Final works on roof works awarded and due to be completed by end of July 2019.

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

Comments:

Maintenance attended to as required and a proactive approach being taken to reduce the amount of reactive works.

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

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Comments:

Audits: Many inspections completed at the Aquatic centres this year, by staff and contractors.

Surveys: Survey completed and presented to Council. Officers to present results to lessees.

Monthly reports: Results dramatically improved however some work required in following up for 100% result. Performance criteria to be amended to suit some.

Capital works: Works committed in 2018/19 however will be completed in 2019/20.

Maintenance: All maintenance is attended to as soon as practicable. Planning and procurement and safety work done on report received in January 2019.

Compliance: Audits completed, officers working on prioritised list of requirements.

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

Comments:

Audits: Audits completed by Safety and as a part of the Integrated Management System (IMS).

Risk Assessment and training: Safety and the importance of reporting all incidents, including near misses, is a strong focus within Water and Waste (W&W).

Safety Management of Contractors: Several non-compliances on contractors have been identified and are captured in the W&W IMS.

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

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C2: Facilitate a focused range of social, cultural, sporting, recreational, health and education services and programs that build thriving, connected and resilient communities				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Youth Services	Develop a Youth Management Strategy and Policy position	30 December 2018	Economic Development and Communities	**Below Target**
	Undertake a gap analysis of youth programs and events which support young people throughout the region and develops and advocacy and facilitation plan to address priority gaps	30 June 2019		**Below Target**

Comments:

Youth Management Strategy and Policy – Initial research has commenced. Gap Analysis – To be developed by December 2019. Staff vacancies held to facilitate the directorate restructure have conflicted to this outcome.

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

Comments:

2018 - 19 Quarter	Number of applications received		
	Major Grants	**Minor Grants**	**Bursaries**
1st Quarter Outcomes	22	31	2
2nd Quarter Outcomes	5	25	11
3rd Quarter Outcomes	13	15	0
4th Quarter Outcomes	15	22	0

15 Major Grant applications referred to Planning, Environment and Community Services Standing Committee = $56,038, Multi Year Funding to be paid financial year 2019/20 = $28,292 and 22 last quarter Minor Grants = $20,436.50.

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

Comments:

The Project is on hold pending the Planning, Environment and Community Services restructure. It is likely to be delivered in the first half of 2019/20.

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

Comments:

2018/19 Annual Calendar - Delivery of Library Service Scheduled Programs: First 5 Forever, National Simultaneous, Story Time, Robotics and Coding, School Holidays And Youth Week.

Coding and Robotics - 2019 Robotics and Coding Program underway.

C3: Facilitate and encourage strategic partnerships that enable self-sustainable community associations and volunteer groups to pursue their diverse aspirations yet come together to tackle common opportunities and challenges.				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Stakeholder Engagement	Develop a Stakeholder Engagement Framework and Toolkit	30 September 2018	Economic Development and Communities	**Completed**
	Implement a Stakeholder Engagement Framework and Toolkit	31 December 2018		

Comments:

Develop a Stakeholder Engagement Framework and Toolkit - Community Engagement Guidelines and Toolkit are complete. Community Engagement Policy is completed.

Implement a Stakeholder Engagement Framework and Toolkit – Community Development Officer (Tropical Cyclone Debbie) is finalised, concluding in March 2019 in line with the state funding.

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

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Comments:

72 events/ Programs supported by partnerships or collaborations with external organisations.

Library – Number of volunteer sessions = 18.

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

Comments:

Application for funding for period 2019/20 was lodged on 5 April 2019. Awaiting outcome from Arts Queensland. First Biannual Report for 2018/19 funding was lodged on 18 April and accepted. Three Regional Arts Development Fund rounds were run plus special Round 4 to support choir members attend Qld Music Festival mass choral event in Brisbane on 27 July 2019.

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

Comments:

Library number of volunteering hours 368 Year to Date.

Clermont Historical Centre number of volunteering hours 4763.

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

Comments:

Project completed 1. All unmarked graves of returned servicemen/woman located in the Return Services League (RSL) Sections in the Clermont Cemetery now have a plague installed recognising their life and contribution. This project was delivered with the help and support of the Clermont RSL.

It is noted that there is some unmarked graves in the old part of the cemetery but was not included in this project by the RSL.

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C4: Undertake programs to promote liveability (including urban design and affordable housing), health and wellbeing and community safety across the region.				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Private Works	Inspection and assessment of new residential and commercial driveway applications	<10 working days	Infrastructure Planning and Technical Services	**Completed**
	Traffic Management Plans, review and approve			**Completed**
	Process Construction in Road Corridor permits			**Completed**

Comments:

All applications received and assessed within target timeframe.

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

Comments:

All applications received and assessed within target timeframe.

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

Comments:

Budget delivered to within tolerance (10%). 98% of projects delivered. Remaining work such as multiyear bridge design and construction (Replacement of timber Collaroy bridges) to be completed 30 June 2020. One project for carry forward into 2019/20 namely Construction of Regional Water Point Program because of delays experienced in easement agreements and approvals by the Department of Natural Resources, Mines and Energy and the Department of Agriculture and Fisheries Queensland (Good progress being experienced).

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

Comments:

One presentation was delivered in October 2018 at the Glenden State School and attended by 15 students. Due to reduced resources this project will be completed in accordance with the outcomes and process into the activities and engagement plan of the Domestic Dog Advisory Committee. The 'Pawsitive Blueprint' Program adopted and to be launched in July 2019.

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

Comments:

Two rounds completed in 2018/19.

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

Comments:

This program is currently in abeyance pending the works of the Domestic Dog Advisory Committee to firstly finalise the new Responsible Pet Ownership education program and other efforts to encourage improved levels of dog registrations prior to implementing an approved inspection program. Accordingly, this is proposed to be deferred to the 2019/20 year. Noted the development of the 'Pawsitive Blueprint' Program adopted and to be launched in July 2019.

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

Comments:

Widi people of the Nebo Estate #1 and Local Government ILUA being processed. Anticipate notification of registered agreement in July.

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

Comments:

Arts and Cultural Policy and Arts and Cultural Action Plan 2018/22 have been endorsed by Council 25 September 2018 and are accessible on the website. A formal brochure is under development scheduled for release in the near future. The Public Art Policy and Public Art Strategic Guidelines are being finalised and will be presented to Council in October 2019.

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

Comments:

Number of Visitors (Yearly Trends) – 1422.

Development of Masonic Lodge exhibition - Exhibition opened on 6 March 2019.

Tourist Information Services provided – 1107.

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

Comments:

Static exhibition completed.

Visitors to the museum – 47.

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

Comments:

Maintenance regime implemented as per program.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Coalface Gallery and Dysart Library Art Space	An annual calendar of exhibitions for local and emerging artists: • Three x Regional Touring exhibitions • Five x Exhibitions by local or emerging artists	30 June 2019	Library and Cultural Services	**Completed**

Comments:

"Nothing New?" exhibition April 2019 "Reasonable & Necessary: prints and artist books by Artel Artists" exhibition May to June 2019.

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

Comments:

Pre-consent, transport management plan and food vendors have been organised. Event is scheduled for evening of 18 July 2019 with rehearsal of community choirs to take place in the afternoon. Everything is on track. All actions for 30 June 2019 have been completed for the 18 July 2019 Event.

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C6: Facilitate urgent and visible support during times of stress to the community (such as mental health support, crime prevention and assisting those from a lower socio-economic level).				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Social/Community Development	Provide Community Resilience Development in Communities impacted on past extreme weather events	30 June 2019	Economic Development & Communities	**Completed**

Comments:

Community Development Officer (Tropical Cyclone Debbie) is finalised, concluding in March 2019 in line with the state funding.

C7: Improved engagement /partnerships with service providers to improve outcomes for the region.				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Procurement	Review and refresh the panels of preferred and pre-qualified suppliers (ODP20.2)	30 June 2019	Contracts and Procurement	**Monitor**

Comments:

This activity has been rescheduled for substantial completion by 30 September 2019 due to the focus during Q4 on completing the capital program. Regular usage Preferred Supplier Agreements (PSA's) are ready to be released during July. Existing PSA's are current until 31 October 2019.

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Economy

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

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

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

Comments:

Economic Development strategy adopted in March 2019, Investment Attraction Framework progressing, with draft scheduled for 30 June 2019. This project has been delayed by staff vacancies.

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

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

Comments:

Project to continue 1st Quarter 2019/20.

Economic Development strategy adopted in March 2019, Investment Attraction Framework progressing, with draft scheduled for 30 June 2019. This Project has been delayed by staff vacancies.

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

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

Comments:

Economic Development Framework endorsed by Council's at its March 2019 Ordinary Meeting, together with a Tourism Strategy and a Business Support Strategy.

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

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

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Comments:

Administration of land sales - Ongoing informal marketing undertaken during Quarter 4 - No Demand for sales.

All maintenance attended to in a timely manner. Capital projects almost complete, final IT component will be completed early this financial year.

Master Plan for the Clermont Saleyards and Showgrounds - Masterplan adopted and in use.

EC5: Promote and advocate for the region and our diverse range of industries, to attract people to live, invest in and visit the region.				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Advocacy	Advocacy and lobbying to government and industry to achieve Council's advocacy goals	30 June 2019	Economic Development and Communities	**Completed**

Comments:

Completed as required and ongoing.

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

Comments:

Economic Development Framework endorsed by Council's at its March 2019 Ordinary Meeting, together with a Tourism Strategy and a Business Support Strategy.

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

Comments:

Principal photography completed for schedules 1 & 2 including councillor portraiture and "pure people power" staff photos - towns and vistas in progress for completion early July.

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

Comments:

All promotion of IRC as an employer of choice has been completed. CQJobLink platform launched in partnership with Central Highlands Development Corporation. Ongoing program.

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EC6: Proactively promote and support local businesses within the region.				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Small Business Week	Host Small Business Week activities	Events across several communities	Economic Development and Communities	**Completed**
	All attendees rate initiatives as 'good' or better	100% 'good' or better rating		**Completed**

Comments:

Small Business Week Activities: 17 workshops held across the region from Monday 27 June to 1 July 2019 ranging from Business Basics, mentoring, social media trends, Human Resources and Legal Basics and Digital Marketing.

Attendance: Target rating achieved.

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

Comments:

Business Support Strategy endorsed by Council at its March Ordinary Meeting.

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Infrastructure

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

I1: Plan, provide and maintain effective and sustainable road infrastructure to meet the needs of key economic and community activities.				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
National Disaster Relief Recovery Arrangements (NDRRA) Reconstruction Programs (all region)	2016 and 2017 Flood Program delivered, as per schedule	30 June 2019	Infrastructure	**Completed**

Comment:

All works complete and completion of contracts in May 2019.

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

Comment:

All works complete. Queensland Reconstruction Authority (QRA) acquittal process continuing.

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

Comments:

Maintenance grading program – Budget delivered to within tolerance.

Road Infrastructure Capital Works Program, including carry forward and externally funded projects (Roads to Recovery (R2R), Transport Infrastructure Development Scheme (TIDS), etc) - Budget delivered to within tolerance with exception of multiyear projects.

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

Comments:

Budget delivered to within tolerance.

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

Comments:

Nil applications.

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

Comments:

Bridge Maintenance works underway. Investigation works completed, staged deliverables identified and programmed pending successful acquisition of funding.

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Water and Wastewater Services

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

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

Comments:

DEHP: Current EA reviews and operational needs have been analysed and changes are required.

Department of Environmental Science: Full compliance has been achieved based on verified laboratory results from Mackay Regional Council lab.

Compliance: Water sampling meets the environmental authority guidelines for release.

Recycled Water Program: Works have begun and should be completed within the grant funding time frames - October 2019.

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

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

Comments:

Design works and development approval underway, as per 2018/19 program.

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

Comments:

Cleaning, servicing and general maintenance of public conveniences - Inspections completed and either actioned or programmed. Further electrical audit has been undertaken with several matters attended to and the residual budgeted for in 2019/20.

Major and minor improvements of public conveniences - Budget delivery to within allowable tolerances.

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

Comments:

Routine inspections carried out and associated maintenance undertaken or scheduled.

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

Comments:

All known requests have been catered for.

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

Comments:

Regular, scheduled inspections conducted to assess condition of facilities against desired service levels. Any anomalies identified addressed according to level of urgency and impact on asset or on usage ability by the community.

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

Comments:

Consultant appointed to complete Recreation and Open Space Strategy (ROSS) document (based on draft document), under guidance of Coordinator Parks and Recreation. An initial draft put forward to selected Councillors in early June. Presentation to June Standing Committee cancelled to give Executive Leadership Team opportunity to comment. An updated and all-inclusive draft strategy is to be provided to Councillors for consideration in October 2020.

I4: Maintain high preparedness and capability to respond to natural disasters that impact on regional communities and infrastructure.				
SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management – Flood monitoring	Installation of flood monitoring systems as per program	30 June 2019	Organisational Safety	**Completed**

Comments:

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management - Local Disaster Management Plan (LDMP)	Review and update Local Disaster Management Plan & Sub Plans Undertake testing of disaster capability	30 September 2018 31 October 2018	Organisational Safety	**Completed**

Comments:

Local Disaster Management Plan provided on Isaac Regional Councils external website.

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

Comments:

Billboards in stalled for Bruce highway and peak downs highway. Further advertising for the disaster dashboard. Communication about State Emergency Service into Eyes on Isaac.

Call for community contacts is underway.

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

Comments:

Tenders award, negotiating variation currently.

I5: Maintain high preparedness and capability to respond to natural disasters that impact on regional communities and infrastructure.				
SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
TV and Radio Broadcasting - Glenden and the Isaac coast	Availability of system	>98%	Information Technology	**Completed**

Comments:

No major issues with Isaac Regional Council equipment. Signal strength coming out of Mackay still fluctuating.

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

Comments:

Target revised End of Quarter 2 – 2019/20 financial year to enable completion of Project Accountability Gateway.

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

Comment:

Project Accountability Gateway framework implemented during 2018/19 and Framework influenced development of 2019/20 Budget. Gateway 4 in progress in the 4th quarter.

A Review of Process will be undertaken in Quarter 1 - 2019/20.

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

Comment:

One item for Carry over to 2019/20 financial period. All other projects delivered.

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

Comment:

Budget delivered to within tolerance with exception of multi-year projects.

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

Comments:

All known requests have been catered for.

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

Comments:

Proactive maintenance programs completed or continuing as required.

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

Comments:

Five-year program completed and budget bids approved as per program. Five-Year Program to be incorporated into Asset Management Plan in 2019/20.

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

Comments:

Completed to target measure.

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

SERVICE AREA	DESCRIPTION	KEY PERFORMAMNCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Provision of Reliable Water Supply and Waste Water Services	Negotiate improved and cost-effective allocations with mining companies to ensure sufficient supply at the best value for money	Water allocation and pipeline agreements in place	31 December 2018	Water & Wastewater	Below Target
	Water mains breaks	Per 100km / year	<30	Water & Wastewater	Completed
	Incidents of unplanned interruptions	Per 1,000 connections / year	<50	Water & Wastewater	Completed
	Water quality related complaints	Per 1,000 connections / year	<20	Water & Wastewater	Below Target
	Drinking water quality	% of samples tested with no E. coli detection / year	98%	Water & Wastewater	Completed
	Construct/activate a new water connection within the following time frames once the invoice has been paid by the property owner	• A standard connection • A non-standard connection	<30 business days <50 business days	Water & Wastewater	Completed
	Time to respond to water incidents – water quality complaints, burst mains, supply interruption	% of response to incident <12 hours	<4 hours	Water & Wastewater	Completed
	Sewer mains breaks and chokes (blockages)	Per 100 km / year	<20	Water & Wastewater	Completed
	Sewerage complaints – overflow on properties and odour	Per 1,000 connections / year	<15	Water & Wastewater	Completed
	Construct/activate a new sewerage connection within the following time frames once the invoice has been paid by the property owner	• A standard connection • A non-standard connection	<30 business days <50 business days	Water & Wastewater	Completed
	Time to respond to sewerage incidents – blockages, chokes, overflows	% of response to incident <12 hours	<4 hours	Water & Wastewater	Completed

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Asset Management	Total water and sewerage complaints (any nature)	Per 1,000 connections / year	<50	Water & Wastewater	**Below Target**
	Development of operational (programmed) maintenance program for key active assets - Phase 1	Program developed for Key Assets	31 July 2018	Water & Wastewater	**Completed**
		2018-19 program delivered	30 June 2019		**Completed**

Comments:

Negotiate improved and cost-effective allocations with mining companies - Still struggling to get Anglo agreements in place. Anglo state that their own agreements with Sunwater to be in place before can finalise agreements with Isaac Regional Council.

Water Main Breaks - New Customer Standards this year to meet industry standard.

Incidents of unplanned interruptions - New Customer Standards this year to meet industry standard.

Water quality related complaints - Clermont Dirty water November 2018, New projects in 2019/20 and 2020/21 being new assets to address cause.

Drinking water quality - New Sampling and Analysis work instructions has been implemented as part of the IMS.

Construction/activate a new water connection - New Customer Standards this year to meet industry standard.

Time to respond to water incidents - New Customer Standards this year to meet industry standard.

Sewer main breaks and chokes - New Customer Standards this year to meet industry standard.

Sewerage complaints - New Customer Standards this year to meet industry standard.

Construct/activate a new sewerage connection - New Customer Standards this year to meet industry standard.

Time to respond to sewerage incidents - New Customer Standards this year to meet industry standard.

Total water and sewerage complaints (any nature) - Clermont Dirty water November 2018, New projects in 2019/20 and 2020/21 being new assets to address cause.

Program developed for Key Assets - Planned Maintenance work orders (tasks) now being issued monthly. Still improving as very basic at present.

2018/19 program delivered - Rolling out of assets maintenance tasks for key assets completed.

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

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

Comments:

Effective project and contract management - Actuals and committed combined is currently at 97% in Tech 1. Actuals estimated of >80% by years end.

Systems and procedures - Projects schedules have been developed using MS Project and programs are being tracked.

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

Comments:

Implementation of programmed (preventive) maintenance across key assets - Phase 1 (Waste Treatment Plant (WTP) / Waste Water Treatment Plant (WWTP)/ Sewage Pump Station (SPS))- Using Tech-One tasks as work orders until Assetic fully functional.

Asset register and condition assessments completed for the Water & Wastewater Commercial Business Unit -Assets condition assessments being carried out in Capital Expenditure (CAPEX) program and in assets maintenance tasks.

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

Comments:

Assessments & Audits completed as required. Adani Carmichael Project - Certification and inspection of plumbing works - Waiting for project start. Queensland Coal Byerwen Project - Certification and inspection of plumbing works - Project completed.

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Environment

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

E1: Adopt responsible strategic land use planning to balance community, environmental and development outcomes.				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Statutory Planning - Regional Planning Scheme	Statutory consultation for Regional Planning Scheme	31 December 2018	Planning and Land Development	**Completed**
	Adopt new Regional Planning Scheme	30 June 2019		**Monitor**

Comments:
Statutory consultation and engagement program approved by the State has been completed.

Council undertook further consultation sessions with the coastal community to capture local knowledge about coastal inundation and erosion. A study regarding storm tide inundation and coastal erosion has been completed and the draft report is under review. A further engagement program is planned for the coastal communities.

Council consciously paused the Planning Scheme making process to properly deal with coastal hazard issues and this will delay the adoption of the scheme.

Innovative approaches to addressing the coastal hazard issues are being developed. It is likely that the new Regional Planning Scheme will be adopted in the first half of 2019/20.

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Statutory consultation for Regional Planning Scheme - The Department has extended the paused period for the Plan Scheme Making process. The Coastal Hazard study has been undertaken with a view to a second round of community consultation. This is necessary to address public submission from first round of consultation.

The steps to gazette the Planning Scheme are as follows:

1. Coastal Hazard study and sign off by community

2. Publicly notify Draft Planning Scheme (second time)

3. Review submissions and make appropriate amendments.

4. Second State Interest Review.

5. Gazettal Process

6. Revoke Moranbah Priority Development Area

Adoption of a new Regional Planning Scheme - It is not anticipated that above actions can be completed by the end of 2019.

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

Comments:

Statutory consultation for Local Government Infrastructure Plan – Completed in 2nd Quarter.

Adopt new Local Government Infrastructure Plan - This forms a part of proposed IRC Planning Scheme which is not anticipated to be gazetted this calendar year. This forms part of the proposed IRC Planning Scheme which has been delayed by the consideration of the 349 submission received from the community engagement phase.

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

Comments:

Provision of information – Actioned as required.

Number of meetings – Held all discussions as scheduled.

Applications assessed – Assessed all applications due in 4rd Quarter.

E2: Manage and promote natural resources, including culturally significant sites and coastal environments in a responsible and sustainable manner.				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Biodiversity	Enhance natural resources through delivery of revegetation projects	Two (2) revegetation/ reclaim per annum	Environmental Services	**Completed**
	Enhance natural resources through delivery of pest management projects	Four (4) pest management projects		**Completed**

Comments:

Project 1 - Revegetation project at St Lawrence Wetlands completed. Project - 2 Clermont Weir Project completed.

All four (4) pest management projects where completed in the 3rd Quarter:

Project 1-GRT workshops completed, Funding application prepared for Federal funding round to introduce a subsidised chemical scheme for property owners in the project area of Blue Mountain, Nebo.

Project 2 - GRT information day at Clermont for western properties delivered.

Project 3-Joint program with Whitsunday Regional Council for aerial control of feral pigs across council boundaries.

Project 4-Bellyache bush control on Moranbah Common scheduled for February 2019.

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

Comments:

Completed in previous quarter.

Document subject of presentation at a Council Strategic Session. Officers tasked to investigate and prepare a Project plan to develop a Establishment Plan scheduled for June 2019. - Option paper completed. Further investigation is to be undertaken prior to presentation to Council by December 2019.

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E3: Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs.				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Wash-down Facilities	Provide efficient and timely solutions to maintenance issues	Target of 90% compliance	Commercial Outcomes	**Below Target**

Comments:

Original completion date was 25 February 2019 – Due to lack of available contractors the project was delayed. The final works are being completed in July/August 2019.

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

Comments:

4 scheduled inspections and investigations where all taken place prior to 30 June 2019. Low staff levels resulted in delays with assessing and actioning compliance matters.

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

Comments:

All properly made applications were assessed within the required timeframes.

EN3: Environmental Management				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Environmental Management	Observance of Environmental procedures & Field Audits	<5/annum	Water and Wastewater	**On Target**

Comments:

Site Audits and environmental procedures are in progress and completed as scheduled.

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Waste Management - Essential Services

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

Comments:

Improved performance built in to new contract commencing in October 2019.

Report deferred to August pending waste levy implementation.

Dysart project works are 90% complete but completion delayed until July due to rain and contractor's methodology.

Moranbah - capital project approved for 2019/20 and 2020/21.

Releases on opening days, waste levy. Waste Levy Comms Plan. Articles published in Local Authority Waste Management Advisory Committee (LAWMAC) newsletter.

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

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

Comments:

Both revegetation projects have been completed - Revegetation project at St Lawrence Wetlands completed. Plants for the Clermont Weir Project has been received and planting completed in April

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

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

Comments:

Community engagement completed and Draft Statement of Management Intent developed for council consideration in July 2019.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Environmental Health – Illegal dumping	Reduction of illegal dumping through education campaign	Two (2) education activity per annum	Environmental Services	**Not Proceeding**
	Clean up event in partnership with Natural Resources Officers	One (1) Clean-Up event per annum	Environmental Services	**Not Proceeding**

Comments:

With the advent of the Waste Levy a more considered approach is being developed between Planning, Environment and Community Services and Waste and Water Directorates.

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Governance

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

G1: Inform, collaborate with and facilitate the empowerment of the community and community groups to make local decisions through effective promotion, communication and engagement.				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Media Relations	Number of proactive/positive media stories per month	8/month	Brand Media and Communications	**Completed**

Comments:

44 media releases issued by the Brand Media and Communications team during Quarter 3. In addition, 133 public notices were distributed to the community. Brand Media and Communications also managed 100 media enquiries - more than a threefold increase on previous quarters - largely driven by enquiries relating to the Galilee Basin.

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

Comments:

All program deliverables on target. April and June editions of Isaac News distributed to community.

G2: Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.				
SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Community Leasing	Reviewed and endorsed Leasing Strategy with associated Policies	30 June 2018	Commercial Outcomes/Governance & Corporate Services	**Below Target**

Comments:

Community Leasing has not yet transitioned.

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

Comments:

Survey report completed and presented to Council on Tuesday 21 May at 9:00am.

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

Comments:

Integrated Water Cycle Management Strategy final draft in place June 2019.

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

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

Comments:

End of financial year stock takes have been completed.

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

Comments:

The review of the Procurement Policy has been completed and approved by the Corporate Governance and Financial Services Strategy Committee and the new "Procurement and Disposals Policy" is to be considered by Council at its July Meeting. Presentations have been presented to the Procurement Compliance Review Group (PCRG) and consultation has occurred with key procurement process operators. Further presentations will be presented to the wider audience in conjunction with the on-going review of processes and procedures.

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

Comments:

No non-compliances reported or detected.

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

Comment:

General stability across all systems.

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

Comments:

Initial 10-year Plant and Fleet asset replacement draft plans and rates completed. Further drafts to be presented to Executive Leadership Team in July 2019 followed by Council consideration in 1st quarter 2019/20.

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

Comments:

Depreciation rates reviewed through asset revaluations and uploaded into financial system. Asset accounting papers for infrastructure assets developed, including depreciation, and sent for review/sign off.   Action completed but did not achieve 30 March 2019 deadline.

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

Comments:

Enterprise Risk Management Policy (18/12/18) and Framework (01/02/2019) adopted 2018/19.

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G4: Deliver unique customer focused and responsive services that are based upon a program of continuous improvement.				
SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Digital Communication	Enhance corporate website and expand social media presence	30 June 2019	Brand Media and Communications	**On Target**

Comments:

Migration to new web Content Management System (CMS) platform commenced in June 2019, with go-live in July 2019 subject to satisfactory UAT and training by Isaac Regional Council.

(Implementation delay due to provider resourcing delays) Council's website recorded 30,172 sessions in Quarter 3 comprising 26,480 unique browsers and 122,307-page views. Facebook audience at end of Quarter 3 was 7638, Twitter 488 and LinkedIn 3094.

SERVICE AREA	**DESCRIPTION**	**TARGET/MEASURE**	**RESPONSIBILITY**	**STATUS**
Customer Service Delivery and Customer Relationship Management (CRM)	Review the: • Customer Service Strategy and Charter; • Implement a corporate Customer Relationship Management system – continue organisational wide roll-out/functionality	30 June 2019	Economic Development and Communities – Customer Service Information Technology	**Below Target**

Comments:

On hold pending completion of Planning, Environment and Community Services Functional Review. Customer Service business process mapping 100% complete.

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

Comments:

The Executive Leadership Team is currently reviewing the list of Apprentice/Trainee positions for the annual intake aligning to the Apprentice/Trainee Intake Schedule 2018/22. Queenslanders for Work - First Start funding secured for 10 positions for 2019.

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

Comments:

All reporting is on track for quarter 4. All areas of reporting continuing to work on improvements in reporting with continued discussions with the Executive Leadership Team and Committees to ensure continual improvement to reporting and to meet the requirements of stakeholders.

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

Comments:

2019/20 Annual Operational Plan adopted 25 June 2019.

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

Comments:

Internal Audit Annual Program adopted 1st Quarter.

All scheduled Audits completed.

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

Comments:

All scheduled meeting held.

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

Comments:

Annual Report adopted by Council in November 2018.

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

Comments:

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

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

Comments:

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

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

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CEO'S ORGANISATIONAL DEVELOPMENT PLAN

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

G - Governance and Planning

O - Organisation and Operations

P - People

W - Women in Local Government

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GOVERNANCE AND PLANNING (G)

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G01	Embedding the Vision and Key Themes	G01.05	Capture current and develop additional scripts to narrate the "energising the world is what Isaac does" story to create a strong oral tradition around the vision.	MBMC			Q1			Completed
		G01.06	Develop an "introduction" script to at community events to maximise the opportunity for the community to be exposed to the vision video (eg a script which seamlessly introduces Council, pays respects to Traditional Owners, and introduces/plays the video).	MBMC			Q1			Completed
		G01.07	Add a condition for community/other Council grants/assistance to require the vision video to be played at any gatherings that result from the project/activity being funded or supported.	DPECS			Q1			Completed
		G01.08	Expedite the update of the vision video to include recognition of the indigenous heritage of the Region and greater emphasis on emerging renewable energy developments.	MBMC			Q1			Completed
G02	Integrated planning and corporate planning cycle	G02.01	Establish integrated planning framework document	MGCS			Q2			Commenced planning for project
		G02.04	Establish clear direction regarding planning and reporting obligations	DCGFS			Q2			Work continuing
		G02.06	Integrate Vision into Corporate Plan Document	DCGFS			Q1			Work continuing

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
		G02.07	Commence process for new Corporate Plan post 2020 election	DCGFS				Q4		
G03	Strategic financial management	G03.03	Integrate financial plan with asset management plans	DCGFS			Q4			Asset Management plans currently being progressed through Enterprise Assets following completion of Project Accountability Gateway process through 19/20 budget
		G03.05	Identify initiatives to diversify revenue and contain costs	DCGFS			Q3			Revenue sources reviewed through budget process, along with monitoring expenses against Long Term Financial Forecasts (LTFF). This included identifying zero based business units.
G04	Asset management	G04.03	Define and demarcate roles of Enterprise Asset Manager, Asset Custodians and Asset Users (including service providers and program managers)	CEO			Q1			Work progressing. Majority of custodians defined. Changes in Directorate structure incorporated into Asset Register building custodian structure.
G05	Risk management	G05.01	Finalise Risk Management Framework and Policy	MGCS			Q2			Completed New Policy adopted by Council 18/12/2018. New draft Framework adopted 26/2/2019 .
		G05.02	Establish strategic and operational risk registers	MGCS			Q2			Risk workshops held Feb/March 2019 with Councillors, ELT, and Departments across region. Q4 2018/19 - Risk registers in draft and

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
										based on Directorates. To be progressed further in 2019/20 Business Plans
		G05.03	Establish risk management procedures and reporting regime	MGCS			Q3			Currently developing options for reporting and researching suitable applications to facilitate the Risk Registers, including the capture, monitoring and reporting
		G05.04	Adopt hierarchy of operational risk registers and incorporate into business plans	MGCS			Q3			Risk Registers in draft and based on Directorates. To be further progressed with 2019/20 Business Plans
G06	Organisational performance management	G06.01	Establish organisational performance management framework	MGCS			Q3			Commenced considerations in 2019/20 business plan framework and reporting
		G06.02	Implement high level organisational performance reporting	MGCS				Q1		
G08	Reporting and agenda development	G08.05	Establish dedicated portal for Elected Members and senior Officers to host distribution of agenda's, corporate documents, registers and other information	DCGFS				Q1		The portal exists in IRIS, BMC and the Office of the CEO are reviewing functionality
G09	Standing Orders	G09.01	Facilitate production of new Local Law (Standing Orders)	MGCS			Q1			Adopted State Government model Standing Orders and Meeting Procedures 20 November 2018. To review and determine if proceeding to Local Law
G10		G10.01	Establish new Councillor Support Policy outlining the facilities and	CEO			Q1			Complete - Council Adopted New Policy at 26

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
	Governance-operations interface		services that are available to support Elected Members							March 2019 Ordinary Meeting.
		G10.02	Further develop Councillor Help Desk processes and integrate with Customer Service and Workflow systems	CEO			Q1			Work in Progress. CRM matter raised through the IMS forum with Systems.
G11	Audit	G11.03	Adopt annual Internal Audit Programs with stronger relevance to strategic and operational risk registers	MGCS		Q2				2018-21 Internal Audit Plan to be adopted in October 2018. Future Plan's to be influenced by enterprise risk register
G12	Economic development	G12.01	Adopt new Economic Development Strategy, Local Business Support Strategy and Tourism strategy	MEDC			Q1			Completed
		G12.02	Critically review resource allocation to ensure strategies are achievable	DPECS			Q3			Being undertaken as part of functional review.
		G12.03	Establish agreements with regional organisations regarding demarcation and compatibility protocols	MEDC			Q4			This has been completed through the adoption of Council's Economic Development frameworks and the functional review outcomes
		G12.04	Establish local task-force as and when required for cooperative approach to exploiting significant economic opportunities involving private sector and community leaders eg Galilee Basin	CEO			Q4			Abandoned by GWCoM
G13	Climate change	G13.01	Adopt Climate Change Policy	DPECS			Q3			Project plan pending
		G13.02	Adopt Climate Change Mitigation Strategy	DPECS				Q1		
		G13.03	Adopt Climate Change Adaptation Strategy	DPECS				Q1		

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
		G13.04	Critically review resource allocation to ensure strategies are achievable	DPECS				Q2		
G14	Biodiversity	G14.01	Adopt Biodiversity Policy	DPECS			Q1			Progressing as per Project Plan
		G14.02	Adopt Pest Management Strategy and prioritised program	MES			Q3			Draft Bio-security Plan completed and has been subject of peer review. Next stage of internal consultation commenced.
		G14.03	Adopt Biodiversity Risk Register and Strategy	MES			Q3			Revised Project Brief to accommodate Directorate Functional Review changes. Ongoing
		G14.04	Critically review resource allocation to ensure strategies are achievable	DPECS			Q3			Being undertaken as part of Planning Environment Community Services Directorate functional review.
		G14.05	Facilitate greater collaboration between relevant units in relation to pest and weed management.	MES			Q2			Being undertaken as part of Planning Environment Community Services Directorate functional review.
G15	Advocacy	G15.02	Critically review broader Advocacy Strategy	CEO			Q1			Documentation review commenced and continuing. Project Plan timing updated. Draft Advocacy Strategy for presentation and discussion at Strategy Session of council in October 2019.
		G15.03	Establish a rolling Advocacy Plan on a quarterly basis	CEO			Q1			Documentation review commenced and continuing. Project Plan timing updated. Draft Advocacy Strategy for

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
										presentation and discussion at Strategy Session of council in October 2019.
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.01	Undertake critical assessment of IAHT outlook and future economic and social policy influences in consultation with IAHT Board	CEO			Q1			In progress
		G17.02	Re-define desired strategic objectives from IRC perspective	CEO			Q3			Not commenced
		G17.03	Consider synergies with IRC, State Government and private sector property portfolios	CEO			Q3			Being addressed as part of LDAC work plan
		G17.04	Establish and implement strategic plan	CEO				Q1		Being addressed as part of LDAC work plan
G18	Community engagement	G18.01	Establish Community Engagement Policy	DPECS			Q1			Completed
		G18.02	Adopt Community Engagement Guidelines including contemporary alternatives	DPECS			Q1			Completed
		G18.03	Specifically adopt program of periodic engagement activities to replace Roundtable Community Meetings	DPECS			Q1			Completed
		G18.04	Critically review effectiveness and currency of on-line engagement media	MBMC			Q3			Completed
G19	Indigenous relations	G19.02	Adopt Indigenous Relations policy	~~CEO~~ DPECS			Q2			Project plan yet to be developed
		G19.03	Undertake engagement with representative elders and organisations and develop Memoranda of Understanding	~~CEO~~ DPECS			Q3			Effective engagement has been undertaken and is ongoing with Jangga People and Barada Barna People. No Memorandum of Understanding has been developed to date with focus on the ILUA

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
										being couched in meaningful terms. Project plan yet to be developed
		G19.04	Develop a Reconciliation Action Plan	DPECS			Q4			Project plan yet to be developed – meeting held with Reconciliation Queensland and DATSIP
G20	Corporate stakeholder relations	G20.01	Adopt Corporate Stakeholders Engagement policy	CEO			Q4			Project Brief drafted for review
		G20.02	Develop engagement strategies for each major corporate stakeholder	CEO				Q1		Project Brief drafted for review
		G20.03	Establish Memorandum of Understanding giving effect to engagement strategies with each major corporate stakeholder	CEO				Q1		Project Brief drafted for review
		G20.04	Establish process for development of Special Charge proposals including communication with relevant stakeholders	CEO				Q1		Not commenced
G21	Critical instruments	G21.01	Collate readily available existing critical instruments	MGCS			Q2			Preliminary collation of list of documents occurring in an adhoc manner pending full commencement of project
		G21.02	Define critical instruments for inclusion in register	DCGFS		Q2				Definition developed and guiding project. All inclusions still being identified as per incremental progress as time permits with other priorities.
		G21.03	Identify gaps in critical instruments register	MGCS			Q3			Not yet commenced - pending finalisation of G21.02

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
		G21.04	Research archival evidence of missing critical instruments	MGCS			Q4			Not yet commenced - pending finalisation of G21.02 & G21.03
		G21.05	Establish Legal Action Register	MGCS		Q4				Register developed, including a procedure centralised approach to legal instructions. Investigating software/module options.
G22	Statutory compliance	G22.01	Conduct annual statutory compliance audit	MGCS			Q2			1st audit 2018/19 is Legislative Compliance and final November 2018
		G22.02	Identify greatest risks in non-compliance	DCGFS			Q2			In progress with audits to guide planning and identification of risks/non-compliance
		G22.03	Develop strategies to mitigate risk of non-compliance in prioritised risks	DCGFS			Q3			In progress with audits to guide planning and identification of risks/non-compliance
		G22.04	Implement ISO certified Integrated Management System (IMS) first for water and wastewater business and then explore wider potential application	DWW			Q3			Completed

Organisation and Operations (O)

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O01	Organisational structure, workload and resource allocation	O01.04	Review opportunities for greater integration of property letting functions in relevant directorates.	CEO		Ongoing				Subject to Directorate functional review.
		O01.05	Establish working group to identify opportunities for integrated management of public toilets	DE&I			Q4			This should be undertaken within Environmental health once transfer of Corporate Properties is complete.
		O01.06	Identify appropriate unit to undertake land development activities	CEO			Q1			Completed.
		O01.07	Establish working group to identify opportunities for integrated management of booking facilities and spaces	DCGFS			Q3			Not commenced – subject to finalisation of functional review
		O01.08	Prepare Transition Plan for transfer of Corporate Properties unit from Planning, Environment and Community Services directorate to Engineering and Infrastructure directorate	DEI			Q2			Completed. To be effective from 1st April 2019.
O02	Customer contact	O02.01	Conduct major review of customer contact/service	DPECS			Q1			Draft policy written. Governance provided feedback. Customer Service Strategy on hold until Planning, Environment and Community Services functional review is finalised.
		O02.02	Refine existing customer contact arrangements to optimise service levels and distribute workload	DPECS			Q4			Subject to Directorate functional review.

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
		O02.03	Strengthen emphasis on use of existing customer service and workflow systems	CEO			Q4			Customer Relationship Management (CRM) business model is complete for Customer service - yet to be completed for the whole of Council.
		O02.04	Develop and implement social media tool(s) eg Apps to establish responsive and appealing new customer contract avenues in lieu of broader social media platforms use by customers				Q2			Q3 18/19. Enterprise version of Snap Send Solve deployed in March after RFP process to identify app based solution
O03	Information technology and services	O03.01	Adopt comprehensive IT&S Strategy including review of enterprise architecture, business applications and platforms	CIO			Q1			Council has endorsed an external review aimed at producing and IT Improvement strategy. Council has requested a strategy to transition IRC out of providing TV services - now under development.
		O03.03	Critically review risks in communications network and mitigate unacceptable risks to business continuity	CIO			Q2			New email environment is online and all users and public folders have been migrated.
O04	Project management	O04.01	Establish "Project Accountability Gateways" framework (including policy and procedures) to manage prioritisation and progress of significant projects at various stages of project life.	DCGFS			Q1			Completed.
		O04.03	Adopt firm reconciliation, close-out and capitalisation procedures	MFS			Q4			Consultation completed, draft procedure adopted for inclusion in Engineering and

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
										Infrastructure Quality procedures.
		O04.04	Continue to build corporate skills, knowledge capacity to support program and project delivery assurance objective	CEO			Q3			Ongoing - Asset Management Working Group is appropriate vehicle to build capacity.
		O04.06	Explore the merit of creating a Major Project Delivery unit	CEO				Q2		To be commenced in Q2 2019/2020 FY
O05	Commercial business activities	O05.03	Review strategic objectives, business plans and resource allocation in Commercial Outcomes Unit	DPECS			Q1			Completed
		O05.04	Establish guidelines for development of business plans for commercial activities	MCGS			Q1			Not commenced as yet due to Water and Wastewater commercial business not established
		O06.02	Identify property available for commercial purpose (ie other than employee housing) and determine opportunity for disposal and/or leasing	MCP			Q4			Progressing in conjunction with ODP 06.05 – register of properties identified consultation w/ major stakeholders to progress
		O06.03	Liaise with State Government and corporate entities holding significant housing property portfolios to establish longer term housing strategy for each town	CEO			Q1			Major mining houses, accommodation providers and property developers have been engaged by Land Development Advisory Committee.
		O06.04	Critically review community facility lease policy	MCP			Q2			Review of Project custodian required
		O06.05	Identify derelict building stock and develop strategy for re-purposing or demolition	MCP		Q3				Continuing in accordance with project brief - 2 x sites completed – register of identified properties across region created to distribute to other stakeholders for review

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O07	Regulatory compliance management	O07.01	Review all major regulatory roles and clearly establish the priorities for allocation of enforcement resources	DPECS			Q1			Dog Advisory Committee established - progressing as part of Planning Environment and Community Services Functional Review and current workgroup.
		O07.02	Adopt enforcement regime matrix to clearly define the levels of enforcement (education through to legal action) and the appropriate triggers for escalation	MES			Q1			Dog Advisory Committee established - progressing as part of Planning Environment and Community Services Functional Review and current workgroup. Revised Project Brief under development.
		O07.03	Critically review the current approach to land use and development compliance management particularly unauthorised development and condition enforcement	MPLD			Q1			Progressing as part of Directorate functional review.
		O07.04	Systematically review all Local Laws to determine relevance and adequacy	CEO			Q4			Not commenced
		O07.05	Establish a Development Assessment Panel to collaboratively review development applications involving relevant asset custodians	PECS			Q2			Director of Planning, Environment and Community Services currently progressing this through Executive Leadership Team.
O08	Water and wastewater infrastructure	O08.01	Adopt Total Water Cycle Plan and Strategic Asset Management Plan for each community	DW&W			Q3			Strategic Asset Management plan in place 2018. Asset condition assessments not complete until June 2020.

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
		O08.03	Consolidate all water supply arrangements and address all supply security deficiencies	DW&W		Q3				Discussions progressing, Issues related to use of a specific pipeline affecting all agreements. One agreement finalised in March 2019. Further agreements awaiting Sunwater negotiations, Dysart Agreement to be progressed late 2019
		O08.05	Critically review system monitoring and control risks and install network metering and SCADA infrastructure	DW&W			Q3			SCADA cyber security audit and SCADA tech support in place in October 2018. Infrastructure improvements will be ongoing over next 3 years
		O08.09	Negotiate bulk water supply agreements	DW&W		Q3				Discussions progressing, Issues related to use of a specific pipeline affecting all agreements. Two agreements finalised in March and April 2019. Further agreements awaiting Sunwater negotiations, Dysart Agreement expected to be progressed late 2019.
O09	Road infrastructure (main roads)	O09.04	Negotiate with State Government to reclassify roads directly servicing major projects as Main roads (eg Boundary Road servicing Carmichael mine)	CEO		Q3	Ongoing			Repeated requests submitted to State Government seeking a response. Awaiting response.
O10	Road infrastructure	O10.01	Adopt Strategic Asset Management Plans for urban and rural road networks and associated structures	MIPTS		Q4				Road Investment Strategy Document has been presented and adopted by Council. Manager IPTS and Manager IPR working

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
										with Manager Strategic Assets in the progression of the Road Network Asset Plans. Asset Management Plan for Bridges is near complete as a result of the engagement of Australian Road Research Board (ARRB). Funding applications for condition assessment of drainage structures, etc. continuously being pursued.
		O10.02	Adopt service level based Maintenance Management Plan for road assets with clearly defined intervention levels	MIPTS		Q4				In progress. Sharing of recruited staff to enable accelerated progress in Q4 of FY 18/19.
		O10.03	Adopt structural integrity based Maintenance Management Plans for all road structures including bridges culverts and crossings	MIPTS		Q4				Maintenance Management Plans for Bridges completed in July 2018 through the engagement of Australian Road Research Board (ARRB). Regional Floodways Program has been established. Other minor structure priorities such as culverts remain for completion in Q1 19/20. Funding being pursued for condition assessment of drainage structures to enhance AMP

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
		O10.05	Adopt roadside vegetation management strategy	MIPTS			Q3			Management Strategy in progress. Draft report being compiled
O11	Pavement materials supply - pits	O11.01	Complete inventory, condition assessment and compliance status for all pits	MI			Q1			Complete
		O11.02	Adopt pit remediation strategy to address compliance risks	MIPTS		Q4				Relationships established with Department of Environment and Science (DES) and Department of Agriculture and Fisheries (DAF) and a way forward has been mapped. Generic Quarry Management Plans for IRC Pits are completed and under review by Infrastructure Planning and Technical Services in order to obtain approval by Department of Natural Resources Mine and Energy (DNRME) and DAF. A Natural Resources Development Strategy is in draft form awaiting finalisation of approvals and agreements from land owners and relevant departments, e.g. DNRME and DAF
		O11.03	Establish procedures for pavement materials supply including commercial arrangements, approvals and compliance, and logistical supply aspects	MI			Q1			Progressing. Material requirements for construction and resheeting are established for 19/20 and 20/21.

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O12	Changes in demand for community services and facilities.	O12.01	Adopt Social Infrastructure strategy	MEDC			Q2			A draft project plan has been prepared but requires further review and scoping by Manager Strategy and Business Development and Director Planning Environment and Community Services
O13	De-centralised operations	O13.01	Adopt a Policy regarding the distribution of staff with commitment to retaining active operations in each town and with defined minimum thresholds of staffing and senior manager presence	CEO			Q1			Not completed but in practice has been undertaken.
		O13.02	Establish travel management system to plan and monitor travelling to mitigate risks and improve efficiency	DEI			Q3			The first draft project management plan remains under review due to competing priorities. Accompanying travel management plan production well progressed.
O14	Overtime and work patterns	O14.03	Within budget utilise overtime where beneficial for employee and plant productivity and/or service standards	DEI			Ongoing			With assistance from People and Performance team, research and investigation being conducted into the potential for roster system implementation. Initial outcomes presented to CEO, further work progressing. This action has been delayed due to competing priorities and operational staff turnover.

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O15	Financial management – expenditure	O15.02	Establish program to encourage and reward initiatives resulting in cost savings	CEO			Q1			Not commenced
O17	External funding	O17.01	Establish external grants register to monitor progress of grant applications from application to acquittal	DPECS			Q1			Executive Leadership Team Capital Works Review Panel now providing oversight. Completed
		O17.03	Conduct periodic program to raise awareness of grant opportunities and skills of grants application writers.	DPECS			Ongoing			Capital Works Review Panel now providing oversight. Completed
O18	Payroll management	O18.01	Complete transitional application of TechOne payroll module	DCGFS			Q4			Executive Leadership Team transitioned to timesheets by exception. Further progression of payroll module, on hold pending review of TechOne platform options
O19	Delegations and authorisations	O19.01	Critically review and rationalise delegations from Council to CEO including conditions of delegation where appropriate	MCGS		Q3				Project ongoing, however comprehensive review yet to be planned and commenced
		O19.04	Review compliance with authorisation obligations (eg identification cards)	IA			Q2			New procedure and policy adopted May 2018, Centralised to Governance for ongoing review
O20	Procurement	O20.03	Identify TechOne functionality that can be activated to improve procurement diligence (eg contractor WHS compliance)	CIO		Q4				Review of available functionality has been started
		O20.08	Establish monitoring and reporting arrangements to prevent procurement non-compliance (eg expenditure exceeding statutory thresholds)	MFS		Q4				Utilisation of data analytics through finance system being investigated with contracts and procurement through new

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
										procurement committee. The Procurement Compliance Review Group (PCRG) has been formalised with Manager Contracts and Procurement as Chair and a reporting regime has been instituted to this group and Audit and Risk Committee
		O20.09	Develop strategic procurement framework	MC&P			Q2			Overtaken by events in some respects with the development of the Engineering and Infrastructure strategic procurement plan. Activity rescope around concept of strategic sourcing and a revised Project Brief has been resubmitted.
O21	Records management	O21.02	Establish employee awareness campaign regarding compliance and good practice obligations	CIO		Q3				Completed Awareness campaign completed and run during Feb/Mar 2019
		O21.03	Establish reporting regime to monitor records management practices	CIO			Q1			Base set of reports developed, tested and used by records team.
		O21.04	Develop incentives for good records management	DCGFS			Q2			Progressing
O22	Internal communication	O22.04	Conduct a program to raise awareness and encourage personal communication (telephone or in person) in lieu of electronic communication (emails).	MBMC			Q2			Communications Plan presented to Executive Leadership Team in Q4, approved for implementation in Q1 19/20

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
		O22.05	Establish clear guidelines for use of internal media (eg global emails, noticeboards, intranet etc)	MBMC			Ongoing			Completed Q3 18-19
		O22.06	Critically review internal communication media and objectives to explore additional improvements	MBMC			Q4			Progressing in accordance with 12-month Action Plan. Implementation and delivery ongoing to continue reinforcement.
O23	Disaster management	O23.01	Implement recommendations of IGEM audit	DCGFS			Q4			Completed Local Disaster Management Plan review and bushfire subplan. Subplans continue to be updated. Further community engagement to be undertaken
		O23.02	Undertake further resilience and disaster management planning	DCGFS			Q3			Completed and ongoing
O24	Business continuity	O24.01	Adopt a Business Continuity Plan	DCGFS			Q4			Preliminary Project plan developed. Budget Bid for 2019/20 to resource project. Identified a three phased approach for project
O26	Essential Service Platforms	O26.01	Gather data and develop advocacy plan to lobby governments and service providers	SAM			Q4			Reconsider custodian for issue - better suited to the Office of CEO

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People (P)

Number	Title	Action #	Action	Custodian	*FY 2016/17*	*FY 2017/18*	*FY 2018/19*	*FY 2019/20*	*FY 2020/21*	Progress/Status
P02	Workplace health and safety – committee system	P02.01	Establish location based WHS sub-committees with elected representatives from each workplace within the area	MOS			Q2			Completed
		P02.02	Establish an umbrella WHS committee comprising CEO, Directors and sub-committee representatives	CEO			Q2			Completed
		P03.03	Facilitate leadership inspiration by promoting case studies (internal and external)	MPP			Q4			Brainstorm session conducted at Operational Leadership Team meeting July 2019. Feedback has been consolidated to develop the Leadership Program. A lunch and learn program will be developed and implemented as part of the leadership program
		P03.04	Explore initiatives to develop managers' coaching and mentoring capacity	MPP			Q4			Policy adopted April 2019. Workforce planning including succession planning, transition to retirement, job sharing, secondments, Expression of Interest, higher duties, mentoring program, resource capability, 5 year plan etc.
P04	Teamwork	P04.01	Adopt a Teamwork Code and prepare marketing collateral to promote teamwork	MPP			Q4			Brief approved April 2017 – in planning stages.
		P04.02	Facilitate teamwork inspiration by promoting case studies (internal and external)	MPP			Q2			Brief Approved August 2017 – in Planning Stage. Proposed change to

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											incorporate with leadership program being rolled out and align with Strategy "Our People" Plan
		P04.03	Facilitate teamwork opportunities between directorates, workplaces and locations	MPP				Ongoing			Completed and ongoing.
P05	Recruitment and retention	P05.03	Introduce explicit consideration of retention potential and fitness for the role at recruitment	MPP				Q2			Completed.
		P05.04	Establish corporate knowledge capture processes	MPP				Q4			Brief approved - Due to commence April – June 2019, proposed change from 2018/2019 Q4 to 2019/2020 Q1
		P05.06	Develop a framework for establishing Standard Operating Procedures and Work Manuals in roles that are critical or are subject to high turnover to improve efficiency of on-boarding and induction	MPP				Q3			Brief Approved July 2018 - Due to commence April - June 2019. proposed change from 2018/2019 Q4 to 2019/2020 Q1- Align with Strategy "Our People" Plan
		P05.08	Critically review on-boarding and induction processes and incorporate a mechanism to identify, capture and carry-over knowledge of the previous incumbent	MPP					Q1		Project brief approved. Due to commence July-Sep 2019 . proposed change from 2018/2019 Q4 to 2019/2020 Q1. Align with Strategy "Our People" Plan
		P05.09	Increased emphasis on attraction and retention and more opportunity foe "home-grown" recruits eg cadets	MPP				Q1			Planning Stage
		P05.10	Review selection criteria and processes to emphasise value of longevity of tenure	MPP				Q1			Completed
		P05.11	Develop a package of tangible incentives for enhancement of recruitment and retention	MPP				Q1			Brief is in final draft form discussions yet to be held between CEO and People

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											and Performance before project brief is approved
P08	Learning and development	P08.01	Adopt Learning and Development strategy	MPP				Q3			Brief approved January 2018 – due to commence April - June 2019
		P08.02	Establish corporate training program based on identified needs	MPP				Q3			Brief Approved Jul 2018 – commenced November 2018- Ongoing
P09	Employee development and performance management	P09.03	Establish annual development plan and performance assessment framework for all employees and raise awareness of the importance of this	MPP				Q3			Brief approved August 2017 – Planning Stage. Proposed change from 2018/19 Q4 to 2019/2020 Q1 to align with Strategy "Our People" Plan
		P09.04	Establish opportunities for career path management for aspiring employees	MPP				Q4			Brief Approved Jul 2018. Proposed change from 2018/19 Q4 to 2019/2020 Q1 to align with Strategy "Our People" Plan
P10	Equal Employment Opportunity	P10.02	Identify opportunities for increased number of indigenous and disabled employees using natural attrition and affirmative action in recruitment	MPP				Q2			Brief completed August 2017 – Planning Stage. Proposed change from 2018/19 Q4 to 2019/2020 Q1 to align with Strategy "Our People"
P12	Ageing workforce	P12.01	Establish opportunities for older staff to mentor and develop junior staff and to share their skills and experience	MPP				Q2			Brief approved June 2017 – Policy adopted
		P12.02	Establish an effective transition into retirement program	MPP				Q2			Brief approved January 2018 – Policy adopted
		P12.03	Facilitate succession planning where imminent retirements are known	MPP				Q2			Brief approved January 2018 – Policy adopted
P13	Bullying and harassment	P13.02	Establish counselling and reporting program for victims of bullying and harassment	CEO				Q1			Counselling services are available through EAP. EAP service availability and reporting

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										mechanisms to be part of roll out of training to be completed across all region from July to September 2019.
		P13.03	Conduct training to ensure that the difference between performance management and bullying and harassment is understood	MPP			Q2			Roll out of training to be completed across all region from July to September 2019. Currently seeking external quotes for development of the training. Training will be delivered in house.
P14	Senior employee contracts	P14.02	Facilitate voluntary and compensated contract amendment to eliminate bonus provisions in existing employment contracts	CEO			Q3			Completed
		P14.03	Monitor use and impact of break-out days to determine merit of facilitating voluntary and compensated contract amendment to eliminate break-out day provisions in existing contracts	CEO			Q2			Completed
		P14.04	Explore alternative means by which managers' workloads, stresses and strategic planning needs can be ameliorated	MPP			Q3			Brief approved April 2017 – In progress planning stage. Proposed change in incorporate with leadership program being rolled out. On track to align with Strategy "Our People" Plan
P15	Employee housing	P15.01	Adopt clear position regarding existing subsidised tenancies being respected	MCP		Q3				Completed
		P15.02	Explore possible subsidised rental and own-finance acquisition schemes for surplus housing stock for low wages employees	DPECS			Q1			Project on hold for review in 2019/2020

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P16	Access to devices	P16.01	Explore cost/benefit of various applications of mobile devices for field operations	CIO				Q4			Additional apps under development for Water and Waste. Water and Waste has ordered another 13 tablets for data collection
		P16.02	Progress towards universal access to networked computers in all workplaces	CIO				Q1			WAN installation at Clermont Saleyard underway.
P17	Innovation Learning and Collaboration	P17.01	Encouraging staff to think creatively including: a. Reporting back on learning/innovation people have been exposed to b. Knowledge sharing in management and other meetings	CEO				Q2			Ongoing
		P17.02	Develop a clear Administrative Policy on Innovation and Risk Assessment	CEO				Q1			Completed
		P17.03	Factor bottom-up innovation and Risk Assessment a. Performance agreements b. Business Plans	CEO				Q3			Completed
		P17.04	Explore opportunities to leverage off GW3 Innovation Project with an innovation event	DPECS				Q2			Project Brief yet to be developed
P18	Employment Contracting	P18.01	Regularly review employment contracting and report to joint Consultative Committee	MPP				Q1			Project complete and ongoing.

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Women in Local Government (W)

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
W01	National Framework For Women	W01.01	Adopt the National Framework for Women in Local Government	CEO			Q1			Completed
		W01.02	Adopt a statement of commitment and promote	CEO			Q1			Completed
		W01.03	Include information and statistics on the implementation of the National Framework for Women in Local Government in the Isaac Regional Council's Annual Report. (Lead Governance and Corporate Services)	CEO			Q2			Completed
W02	Parental Leave	W02.01	Investigate the need/possibility/effect of changes to the current EBA that align paternity leave entitlements to maternity leave entitlements	MPP				Q3		Brief approved November 2018 - Commenced October 2018. Policy in consultation stage, Certified Agreement negotiations due to commence.
		W02.02	Develop a Paternal Leave Policy and suite of documents that: - Clearly define all Paternal Leave entitlements - Include a Return to Work Strategy that support flexibility, options for returning to work, job sharing, working externally: all conditional on meeting the operational needs of the organisation - Provide guidelines/strategies and timelines for backfilling of positions and effective handovers pre and post Paternal Leave - Include a process for keeping in contact with staff on Paternal (or extended) Leave	MPP			Q4			Brief approved November 2018 - Commenced October 2018. Policy in consultation stage

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
W03	HR Policies	W03.01	Make changes to the Motor Vehicle Policy - 045 in relation to parental use of commuter vehicles	MPP			Q1			Completed
		W03.02	Review and update the Children in the Workplace Policy CEO/ADMIN-015 and investigate possible contingencies for care of children at work due to unforeseen circumstances	MPP			Q2			Completed
		W03.03	Provide private, safe and comfortable space for nursing mothers	MPP			Q3			Policy approved by Executive Leadership Team and supported Joint Consultative Committee. Breastfeeding Friendly Policy adopted by Council 26 March 2019
W04	Gender Balance HR Strategies & Recruitment Process	W04.01	Develop and implement an Organisational Flexibility Strategy	CEO			Q3			The Organisational Flexibility Strategy is not a stand alone strategy, it is encompassed in the policies and procedures adopted such as the Children in the Workplace, Flexible Working Arrangements, and inclusion of flexible work in recruitment advertising. Work is ongoing on flexible workplace initiatives
		W04.02	Review recruitment process to ensure they are not gender biased. - Ensure position descriptions are gender neutral - Ensure recruitment advertising is designed to appeal equally to woman and men	CEO			Q2			Review has been undertaken to review recruitment process to ensure position titles, job descriptions and interview process remains gender neutral. Advertising is

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
			- Look at expanding job advertising to outside the Isaac region, harnessing social media platform to attract a diverse talent pool - De-identify resumes and job applications prior to initial assessment - Ensure the interview process is: > Geared toward identifying the most suitable candidate for the business > Is not supporting affinity bias ("like me") - Takes into consideration and values differing behavioural styles								undertaken to ensure appeal equally to women and men. HR representation on interview panels to support process. Item complete.
		W04.03	Implement a mentoring program for woman supported by a Human Resources strategy that ensures woman are given fair opportunity through succession planning, design and implement a Leadership Talent Management Strategy that promotes: - Knowledge Sharing - Learning through doing - Learning through others - Supports diversity through succession planning	CEO			Q4			Policy adopted and program endorsed.
		W04.04	Develop a culture that is a conductive to equal opportunity and gender balance and values diversity as a strength within the organisation. To effectively deliver a change in culture, consider toolbox education sessions, induction content, regular reviews of Code of Conduct and promoting its importance from the top down	CEO			Q4			A roll out of training is to be completed across all region from July to September 2019. Currently seeking external quotes for development of the training. Training will be delivered in house. The training will encompass a review of

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Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
										the Code of Conduct, gender balance and diversity and an annual pulse survey. Toolbox education sessions will be a tool utilised to facilitate the training
W05	Women in Local Government Advisory Committee	W05.01	Form a new Women in Local Government Advisory Committee post the completion of P10.3.	CEO			Q1			Completed First meeting convened on 14/1/2019.

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