


2019-2020 Annual Operational Plan Performance Report



2nd Quarter Performance Report
Period Ending 31 December 2019
Resolution Number 6485

Council adopted its 2019-20 Annual Operational Plan on 25 June 2019 (resolution number 6148). The Annual Operational Plan provides an activity and program-based plan on how and what Council will do during the financial year to respond to the priorities in Council's and the Communities long term planning documents.

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

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

The following provides an overview of council's progress towards implementing the 2019-2020 Annual Operational Plan for the period ending 31 December 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	122
Monitor	40
Below Target	10
Not Proceeding	0
Completed	9
Total	181



Communities

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

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

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

Comments:

Night audit was completed in December 2019 for all areas. All inspections completed and a number of additional adhoc inspections undertaken, report and addressed.
(The street light audits are standard, and the results get sent directly to Ergon for action (Key Performance Indicator is to complete the inspection only))

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Tenancy / Housing Acquisition and Disposal	Implement the strategic acquisition and disposal program 5 – 10 year	30 June 2020	Corporate Properties	On Target

Comments:

The Project Brief – Housing Portfolio Analysis has been presented to Land and Development Advisory Committee (LDAC). A full Council and Executive Leadership Team workshop on this project brief is planned prior to January 31, 2019. The future over-riding Residential Housing Strategy will be finalised after these consultations, and as part of these works, an Asset and Disposal plan will be formulated.

This Acquisition and Disposal program is linked and needs to be derived from the future Residential Housing Strategy, this is on target to be completed and implemented by 30 June 2020.

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

Comments:

Quarter	Programs		# Library Members
	# Programs	# Participants	
1 st Quarter	604	5425	13,432
2 nd Quarter	265	2698	9,495
3 rd Quarter			
4 th Quarter			

Programs - 217 programs delivered in Quarter 2 in addition to 48 outreach sessions

Participants – 2698 participants in programs

Library Members - 9,495 active library members as at end of Quarter 2 (following review of inactive memberships) or 45% of population

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

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

Comments:

Establish Modernised Community Hubs – Commencement of this project was delayed by the unavoidable delays to the new managers in the Engaged Communities Department. Council engagement on the proposed Glenden Community Hubs is scheduled for February 2020. All community hubs staff have been appointed across all seven community halls. The intensive cross-training competency-based training and development plan is complete and undergoing its final due diligence prior to approval for commencement in March 2020.

Provide and operate halls and centres to deliver safe, efficient and cost-effective services – All Halls and Centres continue to be operated safely and efficiently.

Provide effective and timely solutions to maintenance issues - All reactive maintenance requests are attended to on an "as received" basis. 2020/2021 will see a move to life cycle asset management planning and a stronger focus on planned preventative maintenance.

Deliver annual capital works program - All scheduled Capital Works including Works for Queensland (W4Q) projects are progressing in line with the Annual Capital Program.

Undertake situational analysis reports – Initial planning for this procurement has been completed and is now the subject of a current request for quotations (RFQ).

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

Comments:

Maintenance requirements short and long term have been proactively addressed.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
IRC Aquatic Centres	Undertake regular audits to ensure an efficiently run and customer service focused environment	4 inspections/per quarter	Economy & Prosperity	On Target
	One (1) x Customer surveys per year	65% + customer satisfaction		On Target
	Monthly status reports - 1 per facility per month (participation and usage, activities and events, safety and security, including hazards and incidents, incident register, water quality, staff and qualifications, asset management (maintenance))	100% (8/month received and validated)		Below Target
	Deliver annual capital works program - Maintain sustainable community facilities to deliver safety and efficiency to the community users	Scheduled program delivered by 30 June 2020		On Target
	Provide efficient and timely solutions to maintenance issues	90% compliance		On Target

Comments:

Inspections - Sites are regularly visited. Further initiatives include the introduction of higher frequency formalised Lessee meetings. Complaints are being addressed on an individual basis (of particular note, only one complaint has been received to date) and at this time it is considered that all pools are being efficiently run and customer focussed (considering asset age and condition).

Customer satisfaction - The survey will be released by the end of February 2020.

Monthly status reports - Reporting remains poor. Initiatives are being undertaken to include Lessees on the SMART Contractor portal to drive reporting efficiency (compliance) and alternate arrangements for incident reporting have been made. Further initiatives (Lessee meetings) have been introduced and will commence in February to drive reporting compliance and back capture data as required.

Scheduled program - Dysart works have been completed for this Financial Year. St Lawrence Pool replacement is currently on hold as a consequence of water restrictions. The Greg Cruickshank Aquatic Centre (GCAC) soft fall was completed during December 2019. Nebo works are scheduled to commence during February/March 2020. The overall capital programs for this area is on target

Maintenance - Maintenance issues are consistent across the Isaac Regional Council Pools. Response to the reporting of maintenance is a priority and is consistent with agreed service time frames and quality.

Water and Wastewater Services

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

SERVICE AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Safety Management	Observance of Workplace Health & Safety procedures Field Audits	IMS Audits on Water and Waste sites	< 10/annum	Water & Waste	On Target
	Implement Risk assessment and training	Reporting of near misses	98% of identified near misses reported		On Target
	Safety Management of Contractors	Number of non-compliances and near misses	< 2		On Target

Comments:

Integrated management System (IMS) Audits – External IMS audits were undertaken at three Water and Waste sites this quarter. IMS Compliance across all areas of the business audited was high. The minor audit findings will be completed prior to the May 2020 Audit. Internal IMS Audits were also undertaken

Reporting of near misses – No Water & Waste near misses reported this quarter.

Non-compliance and near misses – Zero (0) Non-compliances or near misses regarding contractors

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

Comments:

Integrated Management System (IMS) gap analysis of Waste Services in November 2019 had no findings for improvement. Certification of Waste Services will occur in May 2020 to coincide with the IMS external surveillance audits.

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

Comments:

Five (5) requests received this quarter which relate to MiWater system enquiries. All requests have been resolved.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Youth Services	Develop a Youth Management Strategy and Policy position	30 December 2019	Community Programs	Monitor
	Undertake a gap analysis of youth programs and events which support young people throughout the region and develops and advocacy and facilitation plan to address priority gaps	30 June 2020		Monitor

Comments:

Youth Management Strategy and Policy position - Subject to Youth Unmet Needs Analysis. Community engagement on the Dysart Youth Program commenced in late January 2020.

Gap Analysis - Working with Regional Social Development Coalition (RSDC) to finalise scope of Youth Unmet Needs Analysis which will inform Youth Strategy. Project anticipated to commence Quarter 3

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

Comments:

Community grants delivered as per annual program. A special round of community grants to support the Moranbah 50th Anniversary celebrations in May 2020 is currently open and will close on 22 February 2020.

2019 - 20Quarter	Number of applications received		
	Major Grants	Minor Grants	Bursaries
1 st Quarter Outcomes	15	34	6
2 nd Quarter Outcomes	15	23	12
3 rd Quarter Outcomes			
4 th Quarter Outcomes			

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

Comments:

Background research and project scoping has advanced. Project planning commenced.

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

Comments:

Internal calendar developed and monthly meeting with Office of the CEO, Brand Media and Communications and Engaged Communities established.

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

Comments:

Completed in Quarter One (1). Tech-savvy kids across the Isaac region showcased their coding skills and knowledge in the ultimate Lego Robot Challenge on Saturday, Seven (7) September 2019. Teams of children from Moranbah, Clermont, Dysart, Glenden and Nebo competed in the annual TechFest Lego Robotics Challenge, building their skills in science, technology, engineering, maths and teamwork.

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

Comments:

Program delivery ongoing. 217 programs delivered in Quarter two (2) in addition to 48 outreach sessions. Library public WIFI progressing with internal network upgrades being completed prior to hardware installation and go live

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

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Partnership and volunteering programs in Libraries, Museums and Galleries	Programs, events, projects supported by external organisations, groups, businesses	10% of programs are supported by external collaboration/partnerships	Engaged Communities – Community Hubs	On Target
	Volunteering Program to supporting the development and delivery of library programs –Volunteering Program Intake	10% (supported by or inclusive of volunteers) 30 September 2019 31 March 2020		Monitor

Comments:

Programs, Events and Projects - Funding received from GIVIT as part of bushfire recovery to install noticeboard at Blue Mountain

Volunteering program - Recruitment Program currently being developed for new Volunteers.

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

Comments:

Grants program delivered in accordance with schedule Grants program delivered in accordance with schedule. Round one (1) – three (3) applications with three (3) approved

Dysart Arts: Creating characters watercolour workshop

Clermont Artslink: Silversmithing workshop

Moranbah SS P&C: Unleash your inner drummer workshop

Round two (2) – Five (5) applications with four (4) approved

Clermont Artslink: We're Sewing Outback

Whitsunday Arts Festival: Central Queensland cross regional ghost nets project

Clermont Artslink: Audio skills workshop

Tania Gillies: Furniture painting masterclass

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

Comments:

2019 – 20 Quarter	Volunteer Hours at Libraries and Museums
1 st Quarter Outcomes	183
2 nd Quarter Outcomes	293
3 rd Quarter Outcomes	
4 th Quarter Outcomes	

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

Comments:

Inspections – Meeting targets. All applications processed within time requirements

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

Construction - Meeting targets. All applications processed within time requirements

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

Comments:

Heavy Vehicle – Meeting targets This is the same comment as last month.

Designated Route – Meeting targets Frequent inspections and assessments of critical points on routes are carried out.

Road Closure - Any applications received are assessed within time requirements.

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

Comments:

Ahead of schedule, aiming for designs and contract documentation competition by March 2020.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Local Laws – Responsible Pet Ownership	Number of Australia Veterinary Association (AVA) Pet and People Education Programs (PetPEP) presentations	Four (4) presentations per annum	Community Education and Compliance	Monitor

Comments:

The Pawsitive Blueprint and a range of other initiative developed through the Domestic Dog Advisory Committee will replace the AUA Pet Rep Schedule for 2019/2020.

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

Comments:

Council endorsed the draft Biosecurity Plan for public consultation at the October 2019 Ordinary Meeting. Public consultation occurred during November 2019, with two (2) public submissions received. The Draft plan will be revised in light of submissions and presented to Council for adoption in the 3rd Quarter. The plan will assist in prioritising invertebrate pest management activities of Council and the broader community.

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

Comments:

The Domestic Dog Advisor Committee has continued this in the context of overall responsible animal ownership and the matter is scheduled for further consideration at the April Standing Committee.

C5: Promote programs that celebrate the uniqueness and diversity of our communities including appropriate recognition of our Indigenous communities.

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

Comments:

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

Reporting and consultation on ILUA's – Closed merit recruitment in line with the PECS Functional Review has not led to an appointment of First Peoples Community Relations Officer position. Liveability and Sustainability continuing responsibility of task until changeover occurs.

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

Comments:

Annual exhibition – Set up for 2020 exhibition commenced for launch in the 3rd Quarter. Exhibition will be *Reflections of Resilience, Women Who Nursed Generations*.

2019 – 20 Quarter	Centre attendance	Visitor information Centre
1 st Quarter Outcomes	706	859
2 nd Quarter Outcomes	990	1104
3 rd Quarter Outcomes		
4 th Quarter Outcomes		

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

Comments:

The annual exhibition is under development. New exhibition under development. Annual Bush Poets Smoko event undertaken in October 2019 on museum grounds.

2019 – 20 Quarter	Visitation
1 st Quarter Outcomes	94
2 nd Quarter Outcomes	134
3 rd Quarter Outcomes	
4 th Quarter Outcomes	

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

Comments:

All Programs on target.

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

Comments:

Two touring exhibitions hosted. Three exhibitions hosted: 1 August 2019 – 27 September 2019: Reunited: A Queensland Quilters Inc State of the Art Retrospective
2 October – 29 October 2019: Regional Arts Development Fund Showcase featuring works from local Isaac artists who have participated in activities or projects through funding from Isaac's Regional Arts Development Fund.
9 December 2019 – 21 February 2020: Transformations: Art of the Scott Sisters is an exhibition featuring reproductions of 39 delicate watercolours of butterflies and moths based on the original illustrations of Harriet and Helena Scott

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

Comments

Stage one (1) – Stage one (1) completed.

Stage two (2) – Concept design completed project being managed by Planning, Environment and Community Services project manager.

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:

Completed in the 1st Quarter. Help is on its way concert tour event delivered in Moranbah, featuring Glenn Shorrock, in July 2019.

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

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

Comments:

Social Planning resources will only become effectively available from the PECS Functional Review in February 2020. The project plans will need to propose new deliver dates taking into account the current suite of major Resource Project Social Impact Assessment under consideration.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Procurement	Review and refresh the panels of preferred and pre-qualified suppliers (Organisational Development Plan 20.2)	30 June 2020	Contracts and Procurement	Below Target

Comments:

Preferred Supplier Agreement delayed through staff turnover and limited resourcing. Note a number of Preferred Supplier Agreements (PSA's) have been released with a number of others to be released in the coming months. Award of these contracts cannot occur until after caretaker period.



Economy

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

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Investment Attraction	Draft an investment attraction framework.	30 June 2020	Economy and Prosperity - Economic and Tourism Development	Monitor

Comments:

Research and development progressing with a draft framework being developed in 3rd Quarter 2019-2020.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Investment Attraction	Develop an investment prospectus	30 June 2020	Economy and Prosperity - Economic and Tourism Development	On Target

Comments:

Research and development progressing with a draft investment attraction prospectus to be developed for the 3rd Quarter 2019-2020.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Economic Development	Develop a (rolling) 12-month Action Plan to implement priorities of the Economic Development Framework	30 September 2019	Economy and Prosperity - Economic and Tourism Development	Monitor
	Implementation of the Economic Development Framework (12 month rolling) Action Plan for 2019-2020	30 June 2020	Economy and Prosperity - Economic and Tourism Development	On Target

Comments:

Development of a 12-month Action Plan – Initial draft delivery plan developed second draft review to be conducted before presentation, strategy elements are progressing as well.
Implementation of the Action plan - Initial draft delivery plan developed second draft review to be conducted before presentation, but strategy elements are progressing as well.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Land Development - IRC housing estates	Administration of land sales – quarterly marketing of Anne St, Nebo	30 June 2020 (triggered by demand)	Economy and Prosperity	On Target
Clermont Sale yards & Showgrounds	Provide efficient and timely solutions to maintenance issues Deliver annual capital works program	90% compliance 90% of scheduled program delivered by June 2020	Economy and Prosperity - Saleyards and Showgrounds	On Target

	Deliver Revitalisation Project works	30 June 2020		On Target
	Develop a Master Plan for the Clermont Saleyards and Showgrounds	30 June 2020		

Comments:

Land Development – No enquiries to date, advertising campaign to be developed in the 4th Quarter.

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

Revitalisation project – Projects progressing to program.

Master Plan – Projects progressing to program.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Advocacy	Advocacy and lobbying to government and industry to achieve Council's advocacy goals	30 June 2020	Economy and Prosperity – Economic and Tourism Development	On Target

Comments:

Advocacy positions have been developed in relation to the imports of automation in the resource sector and about achieving adequate medical and allied health services for the region.

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

Comments:

Key Strategy work undertaken on tourism signage audit, St Lawrence Wetlands Weekend and marketing with Mackay Tourism. Economy and Prosperity has developed and implementation plan for presentation to Council in the 4th Quarter 2019/2020

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Small Business Week	Host small Business week activities	Events across several communities	Economy and Prosperity - Economic and Tourism Development	On Target
	Development and rollout Educational Program	100% 'good' or better rating		On Target

Comments:

Small Business week activities - Planning progressing for delivery in May 2020

Education Program - Planning progressing for delivery in May 2020.

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

Comments:

Initial draft delivery plan developed second draft review to be conducted before presentation, strategy elements progressing



Infrastructure

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

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

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

Comment:

Claims for this quarter are due to be submitted by end of January 2020, with September 2019 claim due early January 2020. Additional funds sourced for stabilising works from Department of Transport and Main Roads (DTMR), the works had to be delivered on the Gregory / Peak Downs Highway's only, no business case was requested or submitted.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Road Infrastructure	Deliver Council's maintenance grading program	Scheduled delivered +/- 10% budget	Infrastructure Parks and Recreation	Monitor
	Deliver the annual Road Infrastructure Capital Works Program, including carry forward and externally funded projects (Roads 2 Recovery, Transport Infrastructure Development Scheme, etc)	Programmed maintenance works completed within FY +/- 10% budget		On Target
	Significant Road Infrastructure Pave, rehabilitation and/or seal: - Pasha Road - Mackenzie River-Capella Road - Golden Mile Road	Schedule delivered +/- 10% budget		On Target
	Resurfacing works as per schedule of locations	Schedule delivered +/- 10% budget		Monitor

Comments:

Maintenance grading program - Grading program has been slightly affected by water sourcing. Still on track but will continue to monitor.

Annual Road Infrastructure Capital Works Program - Progressing well, design and procurement have been complete on most projects will construction to start

Road Infrastructure Capital Works Program - Pasha Road Drainage works 90% complete with one floodway to be completed. Council due to complete ten (10) km section by end of January 2020, ten (10) km of Contractor section completed. Mackenzie River Capella Rd Isaac Regional Council crew due to start early February 2020. Golden Mile design completed and contractor for construction will be appointed by mid-January 2020.

Resurfacing works - Bowen Basin Regional Roads and Transport Group (BBRRTG) awaiting works schedules from Councils prior to award via extension of contract, once approved. IRC provided schedule in November 2019.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Road Infrastructure – Operational Works	Delivery of Infrastructure's operational works (minor drainage, shoulder and pavement issues)	>85 % of budget	Infrastructure Parks and Recreation	On Target
	Deliver operations programs for the North Coastal regions	30 June 2020		On Target

Comments:

Operational Works - Being delivered as per the program.

Operations programs for the North Coastal Regions - Maintenance still being conducted and ongoing.

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

Comments:

No private works completed in this quarter (no applications received).

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

Comments:

Grant funding pursued. Awaiting release of State and Federal funding programs scheduled for release in January 2020.

Water and Wastewater Services

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Supply of safe and reliable recycled water	Undertaking studies to determine effluent management plans and upgrade of effluent treatment processes	Compliance with Environmental Authority (DES) - 100% Compliance	Water & Wastewater	Monitor
	Undertaking condition evaluations of recycled water Quality	Compliance with Environmental Authority (DES) - 100% Compliance	Water & Wastewater	Monitor
		Isaac Regional Recycled Water program completed and commissioned 30 June 2020	Water & Wastewater	Monitor

Comments:

Undertaking Studies to determine effluent management plans and upgrade of effluent treatment processes - Some issues with Electrical Conductivity at the Nebo Waste Water Treatment Plant. Water Treatment Plant optimisation with hardness v's conductivity of waste water being undertaken in conjunction with review of Environmental Authority (EA) for Waste Water Treatment Plant. Audit of all enforcement undertaking commenced to ensure obligations are being met.

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

Undertaking condition evaluations (Isaac Regional Recycled Water Program) - Proving process ongoing.

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	Monitor

Comments:

Final environmental approval being completed in conjunction with Isaac Regional Council environmental team.

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

Comments:

Maintenance - Regular inspections ongoing. Maintenance increased in some locations.

Major and minor improvements - Minor repairs scheduled and actioned.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Maintenance - Sportsgrounds and open space areas	Improvement in asset rating over previous year	90% of Council's Service Level Standards met	Parks and Recreation	On Target
	Renewal/replacement of softfall throughout parts of the region	30 June 2020		On Target

Comments:

Improvement on asset rating – Drought is beginning to impact on quality of playing surfaces, but new irrigation is keeping surfaces up to Council Levels of Service (LOS).

Renew/replacement of softfall – Planned softfall replacement is on track.

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

Comments:

Playground Audit - All planned playground inspections completed and documented. Drought affecting quality of some play spaces.

Upgrade/replacement of Playground equipment - at the Camila Sportsground remains on target with respect to budget and delivery timeframe with an anticipated completion date of 29th May 2020.

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

Comments:

The drought and heat impacting quality of parks, gardens and reserves. Irrigation being reduced due to shortage of recycled effluent water.

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

Comments:

Recreation and Open Space Strategy document has been available for public viewing from 25 November 2019 to 20 December 2019. Feedback and comments to be collated during January 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 2020	Organisational Safety	Completed

Comments:

Capital project delivered in previous years.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management - Local Disaster Management Plan (LDMP)	Review and update Local Disaster Management Plan & Sub Plans	31 October 2019	Organisational Safety	Completed

Comments:

The Local Disaster Management Plan has been reviewed and approved by District Disaster Management and Council. Further review of Plan and Sub Plans is ongoing.

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

Comments:

The draft plan of engagement is included in Council's internal action plan, this is reviewed by the Director Corporate, Governance & Financial Services and as appropriate the Mayor. Next round of engagement will not start until after May 2020.

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

Comments:

VHF units installed in six (6) vehicles strategically placed around the region. The base station is located in the Local Disaster Control Centre building. We were on budget in the completion of the project. The last remaining objective is to conduct a desktop exercise to test the functionality of the unit, but this is part of normal operations.

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

Comments:

Tenders advertised for flood ways and three (3) new Collaroy Creek bridges. Tender closed, with aim to tentatively awarded early 4th Quarter 2020.

Tender awarded for construction of six (6) floodways, remaining two to be designed as not standard bed level crossing. The Collaroy bridge construction dependant on Development Application approval from the Department of Agriculture and Fisheries. Tenders have been called for the three bridges in anticipation of Development Application approval. Tender to be awarded on approval.

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

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

Comments:

Still have issues with the signal from Broadcast Australia in Mackay. Working with them to find a solution while the transition strategy is finalised. Portable generators purchased and installed to support ABC radio during storm season.

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

Comments:

Draft Asset Management Plan and Framework - Framework adopted by Council. Strategic Asset Management Plan (SAMP) in progress in preference to Asset Management Plans (AMPs).

Adopt Asset Management Plan and Framework - Framework adopted by Council. SAMP in progress.

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

Comment:

Project Accountability Gateway (PAG) reviewed and improvements made and endorsed by Council. PAG for 2020/21 is underway and on track to meet budget corporate calendar timelines

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

Comment:

FLEET - 2019/2020 Replacement program is tracking well.

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

Comment:

Sealed rehab revised start date of early February 2020. Unsealed road re-sheeting program progressing well and on target.

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

Comments:

Received for provision of "learn to ride" cycle tracks in Clermont and Dysart. Submitted as budget bids.

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

Comments:

Maintenance works ongoing as per program.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Corporate Properties – Asset Management	Implementation of the 5/10-year capital works program for corporate properties and for maintenance and renewal of facilities/residential (including review)	30 June 2020	Corporate Properties	On Target

Comments:

The residential five (5) year capital program is complete

Data validation and formation of the Corporate Facilities five (5) year plan has commenced.

It is the intention to formulate a ten (10) year plan for both Residential and facilities renewals prior to 30 June 2020

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

Comments:

Tracking well, Request for Quotes (RFQ) to be released in January 2020 for all works to be completed by external contractors as per planned program.

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

Comments:

Back ground work has started. Main cut-over scheduled for early February 2020. The IT capex program for 2019/20 has an approved project to upgrade the corporate (PABX) phone system. In preparation, some existing software has already been upgraded.

Water and Wastewater Services

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

SERVICE AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Provision of Reliable Water Supply and Waste Water Services	Negotiate improved and cost-effective allocations with mining companies to ensure sufficient supply at the best value for money	Water allocation and pipeline agreements in place	31 December 2019	Water & Wastewater	Below Target
	Water mains breaks	Per 100km / year	<30	Water & Wastewater	On Target
	Incidents of unplanned interruptions	Per 1,000 connections / year	<50	Water & Wastewater	Monitor
	Water quality related complaints	Per 1,000 connections / year	<20	Water & Wastewater	Monitor
	Drinking water quality	% of samples tested with no E. coli detection / year	98%	Water & Wastewater	On Target
	Construct/activate a new water connection within the following time frames once the invoice has been paid by the property owner	<ul style="list-style-type: none"> A standard connection A non-standard connection 	<30 business days <50 business days	Water & Wastewater	On Target
	Time to respond to water incidents – water quality complaints, burst mains, supply interruption	% of response to incident <12 hours	<4 hours	Water & Wastewater	On Target
	Sewer mains breaks and chokes (blockages)	Per 100 km / year	<20	Water & Wastewater	Below Target
	Sewerage complaints – overflow on properties and odour	Per 1,000 connections / year	<15	Water & Wastewater	Monitor
	Construct/activate a new sewerage connection within the following time frames once the invoice has been paid by the property owner	<ul style="list-style-type: none"> A standard connection A non-standard connection 	<30 business days <50 business days	Water & Wastewater	On Target
	Time to respond to sewerage incidents – blockages, chokes, overflows	% of response to incident <12 hours	<4 hours	Water & Wastewater	On Target
	Total water and sewerage complaints (any nature)	Per 1,000 connections / year	<50	Water & Wastewater	On Target
Asset Management	Planned Maintenance Program on all W&W assets	2019-20 program delivered	30 June 2020	Water & Waste	Monitor
	Asset Management Plans	All Water and Waste plans in place	30 June 2020		Monitor

Comments:

Water allocation and pipeline agreements - Agreements at Middlemount (Anglo), Dysart (BMA) and Moranbah (Anglo) not completed.

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

Incidents of unplanned interruptions – The target for unplanned interruptions / 1000 connections. Currently, Council has had a rate of 26.4 unplanned interruptions / 1000 connections to date, which is just over the target limit of 24.8.

Water quality related complaints - The target for complaints / 1000 connections. Council has a current rate of 11.8 complaints / 1000 connections to date which is just over the allowed rate of ten (10). Improvements and monitoring are required.

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

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

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

Sewer mains breaks and chokes (blockages) - The target for sewer breaks and chokes / 1000 connections. Council has had to date a current rate of 22.4 sewer breaks and chokes / 1000 connections, which can be attributed to the aging sewer mains.

Sewerage complaints – overflow on properties and odour - The target for sewer complaints in relation to overflows or odour / 1000 connections. Council has had to date a current rate of 12.5 sewer breaks and chokes / 1000 connections, which can be attributed to the aging sewer mains.

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

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

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

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

Asset Management Plans (AMPs) - AMP's are not complete for all sites/assets.

Water and Wastewater Services

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

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

Comments:

Target Measure % of capital program delivered to budget – Progress has been achieved in Purchase Order award.

All sub programs in the water & wastewater capital program have been completed on time and in budget - Actual construction completion requirements slightly behind.

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

Comments:

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

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

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

Comments:

Five (5) Building Application received all certified within ten (10) business days

16 Properly made plumbing application received and approved within ten (10) business days

Five (5) not properly made applications received – Request for Information's sent within ten (10) business days.

One (1) plumbing application received that is being approved & inspected by state government.



Environment

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

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Statutory Planning - Regional Planning Scheme	Statutory consultation for Regional Planning Scheme	31 December 2019	Liveability and Sustainability –Strategic Land Use Planning and Development Assessment	Monitor
	Adopt new Regional Planning Scheme	30 June 2020		Monitor

Comments:

Statutory Consultation Regional Planning Scheme – Coastal hazard study completed. Scheme provisions being redrafted in response to project submission and the Coastal Hazard Strategy.

Due to timing of Council elections, consideration of the adoption of the planning scheme by Council has been postponed to mid-2020 with the statutory timetable being amended accordingly.

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

Comments:

The timeframes have been adjusted to accord with the revised Planning Scheme Statutory timeline.

Statutory consultation for Local Government Infrastructure Plan - LGIP consultants preparing document for public exhibition in mid-2020

Adopt new Local Government Infrastructure Plan (consolidated) - LGIP consultants preparing document for public exhibition in mid-2020

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

Comments:

Team resourcing improved by appointment of Program Leader - Land Use Planning. Statutory timeframes being met.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Biodiversity	Enhance natural resources through delivery of pest management projects	Four (4) pest management projects	Liveability and Sustainability Environment and Biodiversity	On Target

Comments:

Council established Dingo bounty program provides ongoing financial incentives for eradication of wild dogs across the region. Planning for the biannual 1080 baiting program underway, to commence in the 3rd Quarter.

Council completed two (2) of the four (4) scheduled programs for the year. Council also manages a dingo scalp baiting program which has resulted in 375 scalps for the first two quarters

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	Economy & Prosperity	On Target

Comments:

Maintenance requirements short and long term have been proactively addressed.

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

Comments:

Three (3) new compliance investigations commenced. 100% completion of all initial complaint responses within 20 business days.

Facilitation of development applications for one (1) x non-compliant land use activity.

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

Comments:

One application received and on hold till the plumbing works are completed and finalised. (Approval can't be granted until Trade Waste plumbing finalised)

EN3: Environmental Management

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

Comments:

No incidents for this quarter within target limits.

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

Comments:

Missed services/collect of missed services - The total number of Missed bins reported and captured via Customer Relation Management (CRM) for Quarter (Two) 2 is 264.

Target number equates to < 371 missed services. Thus with 50% of year completed this needs to be monitored

Response time for collection of missed services - The average percentage collected within 36 hours is 64% (October 2019 57%, November 2019 66%, December 2019 85%)

Bin repair/replacement requests - Total number of repairs / replacement requests - 43

Delivery of Compliance with Environmental Authority (EA) – Working towards full compliance at all sites

Delivery of compliant facilities in line with Department of Environment and Science (DES) requirements - Working towards full compliance at all sites.

Nuisance Complaints – One (1) complaint (Moranbah - odour/ litter in October 2019)

Notices of scheduled site closures - Public Notices for Christmas / New Year Holidays

Develop and adoption of a Public Waste Strategy - Consultation Draft approved by Council on 18 December 2019

Complaints – Four (4) Complaints Two (2) relating to damage by Contractor and two (2) relating to full skips at Transfer St (Moranbah & Middlemount))

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

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

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

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Revegetation Program	Revegetation of significant sites – based on State identified triggers	Four (4) revegetation project per annum	Liveability and Sustainability Environment and Biodiversity	On Target

Comments:

Working with Coastal Landcare on revegetation project at Carmila Beach. Ongoing work in Clermont New site at Hoods Lagoon - working in partnership with Parks and Recreation team.

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

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

Comments:

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

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

Comments:

Ongoing relationship building with reef guardian projects.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Environmental Health - Illegal Dumping	Reduction of illegal dumping through education campaign	30 June 2020	Community Education and Compliance	Monitor
	Clean up event in partnership with Natural Resources Officers	One (1) Clean-Up event per annum	Community Education and Compliance	Monitor

Comments:

Reduction of illegal dumping through education - The project is planned for delivery in April/May 2020

Education campaign and clean up event - Planning in progress to leverage officer resources and expertise from both Natural Resources and Environmental Health.



Governance

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

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

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

Comments:

34 media releases issued by the Brand, Media and Communications team during the 2nd Quarter. 88 public notices were distributed to the community. Brand, Media and Communications also managed 54 media inquiries.

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

Comments:

All programs deliverables on target. two (2) editions of Isaac News distributed to the community. 12 Clermont Rags have been published and distributed during the 2nd Quarter.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Community Leasing	Reviewed and endorsed Leasing Strategy with associated Policies	30 June 2020	Community Facilities	On Target

Comments:

The policy review has identified several minor changes to accept the obligations of the asset custodian and lessee. Training packages and reference guides have been developed for presentation to the Community Tender and Facilities Advisory Committee (CTFAC) for endorsement prior to presentation to relevant Departments.

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

Comments:

Project not scheduled to commence until the 3rd Quarter.

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

Comments:

Preparing scope of works and project plan to engage consultant. Finalising scope of works and project plan to engage consultant.

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

Comments:

Committees function well. Strategic committee regulation being revised currently. The draft plan of engagement is included in our internal action plan, this is reviewed by Director Corporate, Governance & Financial Services and as appropriate the Mayor. The next round of engagement will not start until after May 2020.

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

Comments:

The Learning and Development Strategy is in draft and is currently in progress. It will be reviewed and go to Council for adoption in the 4th Quarter.

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

Comments:

A price path is still under development to ensure significant consultation occurs. Council workshops have been requested.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Stock/Inventory	Stocktakes undertaken twice yearly	31 December 2019 30 June 2020	Procurement and Contract Management	On Target

Comments:

December 2019 stocktake completed

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

Comments:

Ongoing compliance review. Procurement Compliance Review Group (PCRG) meet regularly. Training has been provided to staff and new staff members are requested to attend generic procurement training.

Procurement & Disposals Policy & guidelines have been updated

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

Comments:

Review completed and work to be completed regarding health and safety aspects of some documentation. Contract & Project Management group to finalise these gaps.

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

Comment:

General stability across all systems. Focus shifting to redundancy and resilience required to support Business Continuity Planning.

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

Comments:

10 Year plan is completed along with 2020 Hire Rate - This will form the basis for the 2020-2021 Capital budget bids and Opex. Fleet and Plant Business Model to be completed by 30th June 2020.

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

Comments:

Depreciation methodology and estimates reviewed through valuation and audit applied.

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

Comments:

Business Continuity Plan - Scope for consultant being finalised

Strategic and Operational Risk Registers – Registers under ongoing review and monitoring.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Digital Communication	Enhance corporate website and expand social media presence	30 June 2020	Brand Media and Communications	On Target

Comments:

2018/19 Annual Report, Paws-itive blueprint, Waste Separation campaign, Moranbah Miners all produced and delivered during Quarter two (2). Council's website recorded 107,375 sessions in Quarter two (2). Facebook audience at end of Quarter two (2) was 8,082, Twitter 521, Instagram 792 and LinkedIn 3321. Email signature banners - Movember, Christmas Closures, Paws-itive Blueprint, Minerals and Metals

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

Comments:

Program to be progressed during the 3rd and 4th Quarters. Delay due to PECS restructure and subsequent review of project plan and priorities.

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

Comments:

Proforma has been submitted (9 July 2019). Allocations have yet to be decided by the Department.

G5: Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community in order to continuously improve

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Transparent and timely reporting	Percentage of documents (i.e. operational plan assessments, capital project reports and financial reports to council) delivered in accordance with approved timeframes and legislative requirements	100%	CEO/Director	On Target

Comments:

All reporting is on track for quarter two (2). All areas of reporting continuing to work on improvements in reporting with continued discussions at 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
Internal Audit	Review/Adopt Internal Audit Annual Program	01 August 2018	Governance and Corporate Services	Completed
	Conduct at least four (4) Audit Meetings	100%		On Target

Comments:

Review/Adopt Internal Audit Program –Three (3) year Rolling Internal Audit Plan Endorsed Audit & Risk in September 2019.

Number of Audit meetings - Internal Audits on track. 1st Quarter Audits completed, 2nd Quarter Audit Complete awaiting final report.

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

Comments:

All scheduled Meetings held as per calendar.

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

Comments:

Annual Report adopted at November 2019 Council Meeting. Annual Report was published on Council's Website and printing of publication is in progress, with a view to receive hardcopies in January 2020.

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

Comments:

Financial reporting undertaken within prescribed timeframes to date.

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

Comments:

Over 95% of creditors have been paid within the payment terms for the October 2019 to December 2019 quarter.

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

Comments:

WWW created. Finalised Caretaker Guidelines, established contact with Returning Officer.

COMPLIANCE REFERENCES:

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



CEO'S ORGANISATIONAL DEVELOPMENT PLAN

The following provides an update on the Organisational Development Plan (ODP) activities as incorporated into the 2019-2020 Annual Operational Plan (Pages 12-38)

G - Governance and Planning

O - Organisation and Operations

P - People

W - Women in Local Government



GOVERNANCE AND PLANNING (G)

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G02	Integrated planning and corporate planning cycle	G02.01	Establish integrated planning framework document	MGCS		Q1				Commenced planning for project
G02	Integrated planning and corporate planning cycle	G02.04	Establish clear direction regarding planning and reporting obligations	DCGFS		Q1				2018/19 Q1: Commenced planning on project and options to progress - 18/19Q2 - work continuing
G02	Integrated planning and corporate planning cycle	G02.07	Commence process for new Corporate Plan post 2020 election	DCGFS				Q4		
G03	Strategic financial management	G03.03	Integrate financial plan with asset management plans	DCGFS			Q4			Asset Management plans currently being progressed through Enterprise Assets following completion of Project Accountability Gateway process through 19/20 budget
G03	Strategic financial management	G03.05	Identify initiatives to diversify revenue and contain costs	DCGFS			Q3			Revenue sources reviewed through budget process, along with monitoring expenses against Long term financial forecast (LTFF). This included identifying zero based business units.
G04	Asset management	G04.03	Define and demarcate roles of Enterprise Asset Manager, Asset Custodians and Asset Users (including service providers and program managers)	CEO	Q4					Changes in Directorate structure incorporated into building custodian structure. Completed with restructure in key directorates

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G05	Risk management	G05.02	Establish strategic and operational risk registers	MGCS			Q2			18/19 Q2 Risk workshops scheduled for Feb/March 2019 18/19 Q3 Workshops held with Councillors, Executive Leadership Team, and across region Q4 2018/19: Risk Registers in draft and based on Directorates. To be further progressed with 2019/20 Business Plans 2019/20 Qtr - scheduling meeting with Directorates to finalise Risk Registers
G05	Risk management	G05.03	Establish risk management procedures and reporting regime	MGCS			Q3			Q4 2018/19: Currently developing options for reporting and researching suitable applications to facilitate the Risk Registers, including the capture, monitoring and reporting
G05	Risk management	G05.04	Adopt hierarchy of operational risk registers and incorporate into business plans	MGCS			Q3			Q4 2018/19: Risk Registers in draft and based on Directorates. To be further progressed with 2019/20 Business Plans
G06	Organisational performance management	G06.01	Establish organisational performance management framework	MGCS			Q3			Q4 2018/19: Commenced considerations in 2019/20 business plan framework and reporting
G06	Organisational performance management	G06.02	Implement high level organisational performance reporting	MGCS				Q1		Yet to be commenced. Design and implementation will be considered with the review and finalisation of the new Corporate Plan

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
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		Q1: The portal exists in IRIS. Brand Media and Communications and the Office of the CEO are reviewing functionality. Q2: Brand Media Communications Manager commenced mid qtr. Broad consideration required for functionality of platforms. Brand Media Communications investigating options with aim to launch in Q3 post elections.
G09	Standing Orders	G09.01	Facilitate production of new Local Law (Standing Orders)	MGCS			Q1			Adopted State Government Model Standing Orders and Meeting procedures 20 November 2018. To review and determine if proceeding to Local Law
G10	Governance-operations interface	G10.02	Further develop Councillor Help Desk processes and integrate with Customer Service and Workflow systems	CEO			Q1			Councillor Help Desk processes and integration with Customer Service and Workflow Systems raised with IMS Content Specialist Group. CRM matter raised through the IMS forum with ITC. Work progressing with ICT Steering Committee.
G10	Governance-operations interface	G10.04	Establish protocols for building and maintaining trust and teamwork involving Councillors and Senior Officers	CEO		Q4				No longer required
G11	Audit	G11.03	Adopt annual Internal Audit Programs with stronger relevance to strategic and	MGCS		Q2				2018-21 Internal Audit Plan to be adopted in October 2018. Future Plan's to be influenced by enterprise risk register 2019/20 Qtr.: Rolling Internal Audit

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
			operational risk registers							Plan endorsed which was developed with reference to the enterprise risk register
G12	Economic development	G12.01	Adopt new Economic Development Strategy, Local Business Support Strategy and Tourism strategy	MEDC			Q1			18/19 Q1 - Project plan on track. All three strategies drafted, and Councillor Workshops held. 18/19Q2 - Community consultation on all three strategies commenced
G12	Economic development	G12.02	Critically review resource allocation to ensure strategies are achievable	DPECS				Q3		Being undertaken as part of functional review
G12	Economic development	G12.03	Establish agreements with regional organisations regarding demarcation and compatibility protocols	MEDC				Q4		
G12	Economic development	G12.04	Establish local taskforce as and when required for cooperative approach to exploiting significant economic opportunities involving private sector and community leaders eg Galilee Basin	CEO				Q4		This is ongoing advocacy work through the Greater Whitsunday Council of Mayors.

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G13	Climate change	G13.01	Adopt Climate Change Policy	DPECS			Q3			Project plan yet to be developed. This has been consciously paused during the functional review. Scheduled to recommence in quarter 4 2019/2020
G13	Climate change	G13.02	Adopt Climate Change Mitigation Strategy	DPECS				Q1		Project plan yet to be developed. This has been consciously paused during the functional review. Scheduled to recommence in quarter 4 2019/2020
G13	Climate change	G13.03	Adopt Climate Change Adaptation Strategy	DPECS				Q1		Council was successful in its application for its application for funding phase 3-8 of the coastal hazards mitigation strategy (CHAS). Cardno coastal hazards study completed October 2019. Procurement of Consultants to complete strategy 3.8 CHAS Currently underway.
G14	Biodiversity	G14.01	Adopt Biodiversity Policy	DPECS		Q1				Progressing as per Project Plan
G14	Biodiversity	G14.02	Adopt Pest Management Strategy and prioritised program	MES		Q3				Progressing as per Project Plan
G14	Biodiversity	G14.03	Adopt Biodiversity Risk Register and Strategy	MES		Q1				Progressing as per Project Plan

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G14	Biodiversity	G14.04	Critically review resource allocation to ensure strategies are achievable	DPECS		Q1				Being undertaken as part of functional review
G14	Biodiversity	G14.05	Facilitate greater collaboration between relevant units in relation to pest and weed management.	MLS			Q2			As an outcome of Planning, Economic and Community Service (PECS) functional review. Liveability and sustainability department has lead role for facilitating this collaboration.
G15	Advocacy	G15.02	Critically review broader Advocacy Strategy	CEO			Q1			Documentation review commenced and continuing. Project Plan timing updated. Draft Advocacy Strategy for presentation and discussion at Strategy Session of council in first quarter 2020. Work in progress and will be reviewed by 2020 elected Council.
G15	Advocacy	G15.03	Establish a rolling Advocacy Plan on a quarterly basis	CEO			Q1			Documentation review commenced. Project Plan dates to be updated. Councillor engagement to be scheduled early Q3 in line with Project Plan for Advocacy Strategy (G15.02) and quarterly Advocacy Plan.
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.01	Undertake critical assessment of IAHT outlook and future economic and social policy influences in consultation with IAHT Board	CEO			Q1			In progress

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.02	Re-define desired strategic objectives from IRC perspective	CEO			Q3			In progress
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.03	Consider synergies with IRC, State Government and private sector property portfolios	CEO			Q3			Being considered as part of Land Development Advisory Committee Work Plan
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.04	Establish and implement strategic plan	CEO				Q1		Currently in progress by Isaac Affordable Housing Trust Board
G18	Community engagement	G18.01	Establish Community Engagement Policy	DPECS			Q1			18/19Q1 - project plan drafted, and initial Council workshop completed - 18/19 Q2 - currently under development
G18	Community engagement	G18.02	Adopt Community Engagement Guidelines including contemporary alternatives	DPECS			Q1			18/19Q1 - project plan drafted, and initial Council workshop completed - 18/19 Q2 - currently under development
G18	Community engagement	G18.03	Specifically adopt program of periodic engagement activities to replace Roundtable Community Meetings	DPECS			Q1			Bi-monthly council meetings continue in Regional Communities.
G19	Indigenous relations	G19.02	Adopt Indigenous Relations policy	DPECS			Q2			This has been consciously paused during the Planning Economic and Community Service (PECS) functional review. Scheduled to recommence in quarter 4 2019/2020.

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G19	Indigenous relations	G19.03	Undertake engagement with representative elders and organisations and develop Memoranda of Understanding	CEO			Q3			Effective engagement has been undertaken and is ongoing with Jangga People and Barada Barna People. No Memorandum of Understanding has been developed to date with focus on the ILUA being couched in meaningful terms. Project plan yet to be developed
G19	Indigenous relations	G19.04	Develop a Reconciliation Action Plan	DPECS			Q4			This has been consciously paused during the Planning Economic and Community Service (PECS) functional review. Scheduled to recommence in quarter 4 2019/2020.
G20	Corporate stakeholder relations	G20.01	Adopt Corporate Stakeholders Engagement policy	CEO			Q4			Complete – Corporate Stakeholder Engagement Policy (CORP-POL-071) presented to Council for consideration at January 2020 Ordinary Meeting. Council laid the report on the table for further consideration at the February 2020 Ordinary Meeting.
G20	Corporate stakeholder relations	G20.02	Develop engagement strategies for each major corporate stakeholder	CEO				Q1		With PECS restructure being finalised this will be considered by the new Manager Engaged Communities
G20	Corporate stakeholder relations	G20.03	Establish Memorandum of Understanding giving effect to engagement strategies with each major corporate stakeholder	CEO				Q1		With PECS restructure being finalised this will be considered by the new Manager Engaged Communities

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G20	Corporate stakeholder relations	G20.04	Establish process for development of Special Charge proposals including communication with relevant stakeholders	CEO				Q1		With PECS restructure being finalised this will be considered by the new Manager Engaged Communities
G21	Critical instruments	G21.01	Collate readily available existing critical instruments	MGCS			Q2			18/19 Q2/3 - preliminary collation of list of documents occurring adhocly pending full commencement of project 2019/20: to progress when resources available
G21	Critical instruments	G21.02	Define critical instruments for inclusion in register	DCGFS		Q2				Definition developed and guiding project. All inclusions still being identified as per incremental progress as time permits with other priorities
G21	Critical instruments	G21.03	Identify gaps in critical instruments register	MGCS			Q3			Not Yet commenced - pending finalisation of G21.02
G21	Critical instruments	G21.04	Research archival evidence of missing critical instruments	MGCS			Q4			Not yet commenced - pending finalisation of G21.02 & G21.03
G22	Statutory compliance	G22.02	Identify greatest risks in non-compliance	DCGFS			Q2			In progress with audits to guide planning and identification of risks/non-compliance
G22	Statutory compliance	G22.03	Develop strategies to mitigate risk of non-compliance in prioritised risks	DCGFS			Q3			In progress with audits to guide planning and identification of risks/non-compliance

Organisation and Operations (O)

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O01	Organisational structure, workload and resource allocation	O01.04	Review opportunities for greater integration of property letting functions in relevant directorates.	CEO		Ongoing			Draft Housing Strategy currently under review by Executive Leadership Team.
O01	Organisational structure, workload and resource allocation	O01.06	Identify appropriate unit to undertake land development activities	CEO		Q1			This is currently being reviewed under the Land Development Advisory Committee
O01	Organisational structure, workload and resource allocation	O01.07	Establish working group to identify opportunities for integrate management of booking facilities and spaces	MEC		Q3			Not yet commenced.
O02	Customer contact	O02.01	Conduct major review of customer contact/service	DPECS			Q4		Implementation of the Planning Environment Community Services Functional Review in 2019-20 to create seven new Community Hubs represents a significant revisioning of how customer contact and frontline services are delivered. There is a residual budget to develop a customer service strategy and charter for such a project plan will be developed in time with the target time frame.

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O02	Customer contact	O02.02	Refine existing customer contact arrangements to optimise service levels and distribute workload	MEC		Q4			Completed through the Planning Economic and Community Service (PECS) functional review.
O02	Customer contact	O02.03	Strengthen emphasis on use of existing customer service and workflow systems	CEO		Q4			Customer Relationship Management business model is complete for Customer service - this is an ongoing discussion and consideration throughout the ICT Steering Committee for roll out to whole Council
O03	Information technology and services	O03.01	Adopt comprehensive IT&S Strategy including review of enterprise architecture, business applications and platforms	CIO		Q1	Q1		Reviews of enterprise architecture and the Citrix environment complete and recommendations are being worked on. Request for procurement for a strategic review aimed at producing an IT Improvement strategy under review Director Corporate Governance and Financial Services. Council has requested a strategy to transition IRC out of providing TV services - this will be incorporated into the community survey initiative after the 2020 elections.

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O03	Information technology and services	O03.03	Critically review risks in communications network and mitigate unacceptable risks to business continuity	CIO		Q2	Q1		Budget bids for new transmission tower and a direct MBH-CLM WAN link will be submitted as part of the FY20/21 capital works program.
O04	Project management	O04.01	Establish "Project Accountability Gateways" framework (including policy and procedures) to manage prioritisation and progress of significant projects at various stages of project life.	DCGFS		Q1			Q2 Gateway process in use for Capital Works Program for the 2019/20 budget.
O04	Project management	O04.03	Adopt firm reconciliation, close-out and capitalisation procedures	MFS		Q4			<p>Consultation completed, draft procedure adopted for inclusion in Engineering and Infrastructure Quality procedures.</p> <p>Draft policy prepared, to be reviewed with other stakeholders.</p> <p>Note priority replaced with Asset Class accounting methodology papers developed and circulated for feedback addressing external audit issues.</p>
O04	Project management	O04.04	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.

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O04	Project management	O04.06	Explore the merit of creating a Major Project Delivery unit	CEO			Q2		Currently being considered by Executive Leadership Team following directorate restructures.
O05	Commercial business activities	O05.03	Review strategic objectives, business plans and resource allocation in Commercial Outcomes Unit	DPECS		Q1			Completed through the Planning Economic and Community Service (PECS) functional review.
O05	Commercial business activities	O05.04	Establish guidelines for development of business plans for commercial activities	MCGS		Q1			Not commenced yet due to Water and Waste Water Commercial business not established
O06	Property management	O06.02	Identify property available for commercial purpose (ie other than employee housing) and determine opportunity for disposal and/or leasing	MCF		Q4			Progressing in conjunction with ODP 06.05 – register of properties identified consultation with major stakeholders to progress
O06	Property management	O06.03	Liaise with State Government and corporate entities holding significant housing property portfolios to establish longer term housing strategy for each town	CEO		Q1			Major mining houses, accommodation providers and property developers have been engaged by Land Development Advisory Committee. Ongoing.
O06	Property management	O06.04	Critically review community facility lease policy	MCF		Q2			Completed by Community Tenure and Facilities Advisory Committee. Functional response transferred from Governance to Community Facilities. Q2 - New

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
									Community Facilities Manager transitioned. The critical review is ongoing in concert with the development of an Asset Custodian and Lessee "User Guide". The intent is to submit same to CTFAC for endorsement. The priority at this stage remains to resolve historical leasing issues then revert to the policy document with "lessons learned".
O07	Regulatory compliance management	O07.02	Adopt enforcement regime matrix to clearly define the levels of enforcement (education through to legal action) and the appropriate triggers for escalation	MCEC		Q4			The functional review has created the appropriate organisational environment for this to occur. The regulatory reset will establish the production and escalation (from education to legal action) for all regulatory functions of Council
O07	Regulatory compliance management	O07.04	Systematically review all Local Laws to determine relevance and adequacy	CEO		Q4			With recent commencement of new Manager Community Education and Compliance and Compliance and Integration Managers this review will be progressed.
O08	Water and wastewater infrastructure	O08.01	Adopt Total Water Cycle Plan and Strategic Asset Management Plan for each community	DW&W		Q2		Q1	Integrated Water Cycle Management Strategy (IWCMS) for Moranbah has been completed by our Consultant and is under review. Once review is completed the Total Water Cycle Plan will be created in

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
									draft format for Council approval. IWCMS review has been completed and approved by Council for Moranbah(complete). the Clermont Sustainable Water Strategy has been progressed and an update to council is planned for March 2020. Integrated Water Management Strategy and Sustainable Asset Management Plans to be progressed for other centres
O08	Water and wastewater infrastructure	O08.03	Consolidate all water supply arrangements and address all supply security deficiencies	DW&W		Q4		Q1	Discussions progressing. Anglo water pipeline into Moranbah finalised in March 2019. Anglo proposal provided to Council in August 2019 for information. Moranbah arrangements now provide security for anticipated peak annual consumption. Clermont sustainable water strategy to be reported to council as identifies state of play with security in Clermont. negotiations commenced regarding emergency supply for St Lawrence and Carmila if required. Additional options to supply Glenden being explored.

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O08	Water and wastewater infrastructure	O08.05	Critically review system monitoring and control risks and install network metering and SCADA infrastructure	DW&W		Q2			SCADA cyber security audit and SCADA tech support in place in October 2018. As per the audits, PAG processes for SCADA system updates are now in the 10-year CAPEX project delivery program. The SCADA system updates are in the Project Accountability Gateway for 2020/2021. An update was provided to Risk and Audit Committee in November 2019 on all actions taken and proposed. Complete
O08	Water and wastewater infrastructure	O08.07	Adopt dam integrity and safety management program to mitigate risks	DW&W		Q2			Completed Dam Safety Plan completed at end Q2 18/19
O08	Water and wastewater infrastructure	O08.09	Negotiate bulk water supply agreements	DW&W		Q4			Discussions progressing. Anglo water pipeline into Moranbah finalised in March 2019. Continuing assessment of Anglo American August 2019 proposal and Sun water Eungella Water Supply Tender. Isaac Plains Agreement in place March 2019. BMA Dysart Agreement to be progressed late 2019. Proposal currently being evaluated based on total water balance for Moranbah. Stanmore/Isaac Plains Agreement in place March 2019 and options to access increased allocation being

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
									explored. Discussions are continuing to finalise the Middlemount agreement. Pembroke/Olive Downs discussions regarding water access during construction. Inspection of sun water infrastructure programmed for February 2020.
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		Q2	Q3	Road Investment Strategy Document has been presented and adopted by Council. Manager Infrastructure Planning and Technical Services and Manager Infrastructure Parks and Recreation working with Manager Strategic Assets in the progression of the Road Network Asset Plans. Asset Management Plan for Bridges is near complete as a result of the engagement of Australian Road Research Board (ARRB) who provided asset condition assessment of bridges
O10	Road infrastructure	O10.01	Adopt Strategic Asset Management Plans for urban and rural road networks and associated structures	MIPTS	Q4		Q2	Q3	Road Investment Strategy Document has been presented and adopted by Council. Manager Infrastructure Planning and Technical Services and Manager

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
									Infrastructure Parks and Recreation working with Manager Strategic Assets in the progression of the Road Network Asset Plans. Asset Management Plan for Bridges is near complete as a result of the engagement of Australian Road Research Board (ARRB) who provided asset condition assessment of bridges
O10		O10.03	Adopt structural integrity-based Maintenance Management Plans for all road structures including bridges culverts and crossings	MIPTS	Q4		Q2	Q3	Maintenance Management Plans for Bridges completed in July 2018 through the engagement of ARRB. A comprehensive condition assessment on all IRC bridges has been carried out by ARRB to establish scope of works to ensure serviceability through planned maintenance. Priority regional floodway's program has been established and first phase of concreted floodway's under construction in 3 quarter of 2019/2020. Other minor structure priorities are planned for construction in 2020, subject to funding.
O10	Road infrastructure	O10.05	Adopt roadside vegetation management strategy	MIPTS		Q4		Q2	Drafting of a management Strategy document in progress and nearing completion. Working closely in consultation with the directorate of Planning Environment Community Services directorate officials. Aiming to finalise in February 2020.

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O11	Pavement materials supply - pits	O11.02	Adopt pit remediation strategy to address compliance risks	MIPTS		Q4		Q2	Completed. In addition, a Quarry Management Plan for IRC Quarries have been finalised
O11	Pavement materials supply - pits	O11.03	Establish procedures for pavement materials supply including commercial arrangements, approvals and compliance, and logistical supply aspects	MIPTS		Q1		Q2	Completed. Material requirements for construction and re-sheeting have been established for 19/20 and 20/21. The management of pavement material supply is an ongoing process owned by Coordinator Natural Resources. Active and Inactive pits have all been identified. Register in place including catchment areas for each pit / road. 2 – Commercial gravel supply arrangement. Prequalified panel of Commercial Suppliers currently being renewed
O12	Changes in demand for community services and facilities.	O12.01	Adopt Social Infrastructure strategy	MCS		Q2			A draft project plan has been prepared but requires further review and scoping by Manager Liveability and Sustainability and Planning, Environment and Community Services (PECS)
O13	De-centralised operations	O13.01	Adopt a Policy regarding the distribution of staff with commitment to retaining active operations in each town and with defined minimum thresholds of staffing and senior manager presence	CEO		Q1			Complete. Council adopted at the January 2020 Ordinary Meeting the Operational Human Resource Distribution Policy (CORP-POL-072).

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O13	De-centralised operations	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. Investigations and development of travel management plan well progressed with a pilot electronic platform to be trialled in Q4 2020. Further functions of the Vehicle Management System also being investigated.
O14	Overtime and work patterns	14.03	Within budget utilise overtime where beneficial for employee and plant productivity and/or service standards	DEI			Q2		With assistance from People and Performance team, research and investigation being conducted into the potential for roster system implementation. Initial outcomes presented to Chief Executive Officer, further work progressing. This action has been delayed due to competing priorities and operational staff turnover. Trial implementations anticipated to occur in 2019/20 following appropriate consultation and assessment of resourcing for corresponding capital program. Further, also dependent on certified agreement negotiations.

Number	Title	Action #	Action	Custodian	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
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				2019/20 Qtr 1 - Full review undertaken. Updated Register submitted to the October Council meeting
O19	Delegations and authorisations	O19.04	Review compliance with authorisation obligations (eg identification cards)	IA		Q2			New procedure and policy adopted May 2018, Centralised to Governance for ongoing review QTR 2 19/20: Policy reviewed to be submitted to Council in January for adoption. Advanced Training options being further investigated with stakeholders

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O20	Procurement	O20.09	Develop strategic procurement framework	MC&P		Q2			Overtaken by events with the development of the Engineering & Infrastructure strategic procurement plan. Council has determined that it will take a strategic approach in meeting its procurement objectives. It will apply the principles of strategic sourcing and forward procurement planning. It will produce and publish an annual strategic procurement master plan covering all planned purchases above \$200 000 and individual significant procurement plans covering individual purchases above \$500 000.
O21	Records management	O21.03	Establish reporting regime to monitor records management practices	CIO		Q1			Base set of reports developed, tested and used by records team.
O21	Records management	O21.04	Develop incentives for good records management	DCGFS		Q2			Progressing
O22	Internal communication	O22.04	Conduct a program to raise awareness and encourage personal communication (telephone or in person) in lieu of electronic communication (emails).	MBMC	Q2				Communications Plan presented to Executive Leadership Team in Q4, approved for implementation Q1 2019-20. Q2: New Brand Media and Communications Manager assessing situation and implementation of Communications Plan previously approved.

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O23	Disaster management	O23.01	Implement recommendations of IGEM audit	DCGFS		Q4			Further work to ensure community engagement - commenced in September at Mistake creek. Subplans continue to be updated and presented to Local Disaster Management Group
O26	Essential Service Platforms	O26.01	Gather data and develop advocacy plan to lobby governments and service providers	SAM		Q4			Reconsider custodian for issue - better suited to the office of CEO

People (P)

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
P03	Leadership	P03.03	Facilitate leadership inspiration by promoting case studies (internal and external)	MPP			Q2		<p>Brief Approved Jan 2018. Started. Commenced June 2019. Brainstorm Session conducted at Operational Leadership Team meeting July 2019. Feedback has been consolidated to develop the Leadership Program. A lunch and learn program have been developed and implemented as part of the leadership program</p> <p>Leadership Program Proposal to be submitted to Executive Leadership Team for review and endorsement. Complete.</p>
P03	Leadership	P03.04	Explore initiatives to develop managers' coaching and mentoring capacity	MPP		Q4			<p>Policy adopted April 2019. Workforce planning including succession planning, transition to retirement, job sharing, secondments, Expression of Interest's, higher duties, mentoring program etc. resourcing capability, 5 year plan, productivity rosters, sustainability. ODP 5.6</p> <p>The Pilot Mentoring Program was launched on 19/09/2019 with six (6) Mentor and six (6) Mentees from the different directorate. The program will run for a period of 12 months. People and Performance has developed a Mentoring Program - Schedule of Events up to the end of the program on 10 September 2020 end of the program</p>

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
P04	Teamwork	P04.01	Adopt a Teamwork Code and prepare marketing collateral to promote teamwork	MPP		Q4			Brief approved April 2017 – Planning Stage Update 03/02/2020 - Teamwork Code and inspiration will be reviewed in line with the results from the employee pulse survey and implement
P04	Teamwork	P04.02	Facilitate teamwork inspiration by promoting case studies (internal and external)	MPP			Q2		Brief Approved August 2017 – Planning Stage. Proposed change to incorporate with leadership program being rolled out. Align with Strategy "Our People" Plan Leadership Program Proposal to be submitted to Executive Leadership Team for review and endorsement. This is occurring at the Management Leadership Team and monthly emails sent out by Manager People and Performance. Tools available via the leadership portal. Vacation students across different Councils
P05	Recruitment and retention	P05.04	Establish corporate knowledge capture processes	MPP			Q1		Brief approved - Planning Stage People and Performance to develop template/framework, part of exit process if not captured via work instructions developed as part of this process (in conjunction with workforce planning to identify high turnover roles, business critical roles)
P05	Recruitment and retention	P05.06	Develop a framework for establishing Standard Operating Procedures and Work Manuals in roles that are critical or are subject to high turnover to improve efficiency of	MPP			Q1		Brief Approved July 2018 - Planning Stage, align with Strategy "Our People" Plan. This is part of the ongoing workforce/succession planning. Related to Organisational Development Plan 3.4

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
			on-boarding and induction						
P05	Recruitment and retention	P05.08	Critically review on-boarding and induction processes and incorporate a mechanism to identify, capture and carry-over knowledge of the previous incumbent	MPP			Q1		Project brief approved. Planning Stage align with Strategy "Our People" Plan. Update 03/02/2020 - A review of the on-boarding and induction processes have been undertaken. A project plan to be developed and submitted for review and endorsement.
P05	Recruitment and retention	P05.09	Increased emphasis on attraction and retention and more opportunity for "home-grown" recruits eg cadets	MPP		Q4			Planning Stage Update 03/02/2020 - IRC Graduate Program 2020 launched on 22/01/2020, work experience, school meetings, vacation students and lunch n learn. This ODP item completed.
P05	Recruitment and retention	P05.11	Develop a package of tangible incentives for enhancement of recruitment and retention	MPP		Q4			Brief is in final draft form. Update 03/02/2020 - People and Performance currently developing a Benefits Program to be submitted for review and endorsement
P08	Learning and development	P08.01	Adopt Learning and Development strategy	MPP		Q4			Update 03/02/2020 - People and Performance to complete Training Needs Analysis and plan set to achieve 100% compliance by end of calendar year – upskilling and cross skilling, utilisation and maximise productivity – training calendar, training catalogue & annual budget, review processes

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
P09	Employee development and performance management	P09.03	Establish annual development plan and performance assessment framework for all employees and raise awareness of the importance of this	MPP		Q4			Brief Approved August 2017 – Planning Stage. Proposed change from 2018/2019 Q4 to 2019/2020 Q1 to align with Strategy "Our People" Plan. Update 03/02/2020 - Performance Appraisal process for M4 Managers and above. Implementing in Certified Agreement.
P09	Employee development and performance management	P09.04	Establish opportunities for career path management for aspiring employees	MPP		Q4			Brief Approved July 2018. Planning Stage. Proposed change from 2019/2020 Q4 to 2019/2020 Q1 to align with Strategy "Our People" Plan. Update 03/02/2020 - Career Pathway - vacation student placement.
P10	Equal Employment Opportunity	P10.02	Identify opportunities for increased number of indigenous and disabled employees using natural attrition and affirmative action in recruitment	MPP		Q4			Brief completed August 2017 – Planning Stage Proposed change from 2019/2020 Q4 to 2020/2021 Q2 to align with Strategy "Our People" Plan. Update 03/02/2020 - Equal Employment Opportunity Policy reviewed and approved. People and Performance ongoing review of the recruitment process and working on strategies to promote IRC as the employer of choice.
P13	Bullying and harassment	P13.03	Conduct training to ensure that the difference between performance management and bullying and harassment is understood	MPP		Q4			Roll out of training across all regions July to September 2019. Currently seeking external quotes for development of the training. Training will be delivered in house. Update 03/02/2020 - Bullying and Harassment toolbox presentations rolled out in September 2019 - Expression of Interest for Contact Officers sent out in Dec 2019.

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
P14	Senior employee contracts	P14.04	Explore alternative means by which managers' workloads, stresses and strategic planning needs can be ameliorated	MPP			Q2		Brief approved April 2017 – In progress planning stage. Proposed change in incorporate with leadership program being rolled out. On track align with Strategy "Our People" Plan. Update 03/02/2020 - Part of leadership program.
P15	Employee housing	P15.01	Adopt clear position regarding existing subsidised tenancies being respected	MF & CP	Q3				Continuing in accordance with project brief
P17	Innovation Learning and Collaboration	P17.04	Explore opportunities to leverage off GW3 Innovation Project with an innovation event	DPECS		Q2			Project Brief yet to be developed

Women in Local Government (W)

Number	Title	Action #	Action	Custodian	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
W02	Parental Leave	W02.01	Investigate the need/possibility/effect of changes to the current EBA that align paternity leave entitlements to maternity leave entitlements	MPP		Q3		Brief approved November 2018 - Commenced October 2018. Policy in consultation stage, Certified Agreement negotiations due to commence. Update 03/02/2020 - In progress
		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			Completed Parental Leave Procedure effective August 2019..