Isaac Regional Council
Organisational Development Plan

Endorsed by Council on 13 December 2016
Resolution Number 4750

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1.0 Introduction

This document sets direction for the organisation for the next few years and beyond.

It is important to acknowledge at the outset that Isaac Regional Council is a fine organisation with many great attributes.

The organisation possesses people, knowledge, assets and financial resources that form the foundation for a strong future even though it faces many challenges.

However, the best organisations do not rest on their laurels, but strive continuously to improve.

This Plan therefore identifies the aspects of the organisation that will benefit from initiatives to strive for improvement or to prepare for an emerging or future influence.

2.0 Planning Framework

Isaac Regional Council has adopted a Community Strategic Plan that articulates the community's vision for 20 years and a Corporate Plan identifying what the Council will do in a five year period to contribute to achieving the community vision. The Community Strategic Plan and Corporate Plan are supported by a suite of informing strategies required under the planning framework including a Long Term Financial Forecast and a Long Term Asset Management Plan.

An Annual Operational Plan and Budget are adopted each year to give effect to the strategies outlined in the Corporate Plan.

The directions that derive from this Discussion Paper after the consultation process will ultimately become a part of Council's Corporate Plan and successive Annual Operational Plans to ensure the organisation is aligned with, and focussed on, delivering Council's vision.

3.0 Influences

The following matrix summarises the various current and emerging influences on the organisation at this time:

Internal	External
Appointment of a new CEO and other new staff bringing different ideas and new opportunities.	Statutory requirements imposed by State Government from time to time to enhance governance and accountability.
Current and evolving expectations and initiatives of Mayor and Councillors including the adoption of a new Vision and Key Themes.	Economic challenges in the region, its ongoing development and redevelopment and the changes in its social and economic fabric.
Results of staff surveys (recent and past) identifying areas of strength and weakness.	Global trends including environmental, social and economic influences.
Initiatives and innovations of management and staff contributing to the continuous improvement.	Ongoing and emerging community and stakeholder expectations about level of service, cost of service and access to service.
Continued commitment to achieve strategic objectives previously adopted by Council.	Other legislative and policy reforms imposed by Federal and State Governments.
Obligation to remain sustainable for the longer term.	Local Government sector development including best practice successes in other local authorities.

4.0 Vision and Values

As mentioned above, arising from the Future Focus Workshop (April 2016) Council has adopted a new Vision.

Isaac's Vision
To energise the world.

Isaac's Vision Statement
Helping to energise the world.
A region that feeds, powers and builds communities.

Isaac's Mission
To feed, power and build communities.

Values

Professionalism
Which means that we will display accountability, openness, transparency and integrity.

Continuous improvement
Which means that all aspects of the organisations operations are encouraged through a progressive and creative approach.

Excellence
Which means that the manner in which we approach all aspects of the business for Isaac Region, the highest possible outcome will be achieved.

Procedural consistency
Which means that there is a consistent approach to the way in which Council conducts its business across the region.

Customer focus
Which means that we identify and meet the needs of all customers in a responsive and equitable manner.

Team work and coordination
Which means that we work together to achieve a common goal.

Safety and well-being
Which means that we are all committed to working safely and caring for each other's well-being

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It is important to ensure that the foundation moving forward is solid and that the development of the organisation has a continuous and justifiable direction. This will ensure that the development of the organisation can be based on a culture and a set of beliefs and values that we can all embrace as a team. It is also important to acknowledge that Council's Vision is applicable to all employees in everything they do. Each and every individual employee's work contributes to the Council, community and region outputs that ultimately make a difference in the world.

5.0 Desired Future State of the Organisation

Local Government is responsible for planning and providing services, regulation and infrastructure that is in the best interests of its community. The local government principles that underpin these responsibilities are defined as follows (ref. *Queensland Local Government Act 2009*):

- transparent and effective processes, and decision-making in the public interest; and
- sustainable development and management of assets and infrastructure, and delivery of effective services; and
- democratic representation, social inclusion and meaningful community engagement; and
- good governance of, and by, local government; and
- ethical and legal behaviour of councillors and local government employees.

The following establishes the benchmark against which we can measure our organisational character and culture in the future.

5.1 Transparent and Effective Processes and Decision-Making in the Public Interest

1. *The Organisation will be guided by a robust and meaningful strategic planning framework with long term visions reflecting the community's wishes and with corporate responses to these objectives integrated with long term financial and asset management plans*
2. *The Organisation will be committed to efficient and effective service delivery and management of assets and will wherever possible endeavour to eliminate red-tape and unnecessary regulation*
3. *The Organisation will be prepared to open itself to scrutiny on all issues and whether the decision is an easy or a difficult one, the Organisation will be in a position to justify its actions with sound research and logical bases*
4. *The Organisation will always be willing to learn from its mistakes and will not tolerate the covering-up of its less defensible actions and decisions*
5. *The Organisation will enable efficient and timely access by relevant individuals and organisations to information that is in the best interests of the community to disclose, with a preference for stream-lined (on-line) access to information*

5.2 Sustainable Development and Management of Assets and Infrastructure

1. *The Organisation will develop robust and meaningful Asset Management Plans that will inform and guide decisions regarding investment into asset creation, enhancement, renewal and maintenance*
2. *The Organisation will be committed to a sophisticated level of Risk Management which pervades the operations and guides employees at all levels to assess and manage risk and opportunity*
3. *The Organisation will develop and adopt strategies to optimise economic value of assets and where appropriate will derive maximum commercial performance of those assets*
4. *The Organisation will take a long term view of its infrastructure renewal and maintenance and will not leave a legacy of neglect for future generations*

5.3 Delivery of Effective Services

1. *The Organisation will know its Customers' expectations and will where practicable ensure that operational plans are aligned with these expectations*
2. *The Organisation will strive to make services as efficient and affordable as practicable for Customers, with a strong commitment to developing on-line services*
3. *The Organisation will not confine itself to the traditional local government service approach and will develop opportunities to present integrated compatible services in partnership with State Government and private sector.*
4. *The Organisation will embrace a Continuous Improvement approach to development of its services and facilities with structured awareness, training and facilitation programs for its employee's activities*

5.4 Democratic Representation, Social Inclusion and meaningful Community Engagement

1. *The Organisation will be committed at all levels to excellence in customer service and community engagement*
2. *The Organisation will be inclusive in its decision-making and will, where appropriate, encourage participative democracy on key strategic issues*
3. *The Organisation will commit adequate resources to establish and properly manage its key relationships with other governments (local, state, commonwealth and international)*

5.5 Good Governance of, and by Local Government

1. *The Organisation will optimise its regulatory role in the community, being prepared to impose strong control where necessary (particularly where public safety is concerned), but will not over-regulate to address community issues, where education and other measures will achieve satisfactory outcomes*
2. *The Organisation will ensure that decision-making is made at the appropriate level to achieve efficient and timely outcomes, balancing the use of delegation with the application of training and accountability*
3. *The Organisation will advocate firmly to other levels of government (State and Commonwealth) on issues that are important to its community*
4. *The Organisation will be committed to strategies and practices that achieve long term outcomes in manner that adapts to changing circumstances but that avoids populism, uncertainty, waste and re-work*

5.6 Ethical and Legal Behaviour of Councillors and Local Government Employees.

1. *The Organisation will be committed to workplace health and safety as its highest priority*
2. *The Organisation will develop its reputation as a fair and supportive employer – an employer of choice*
3. *The Organisation will foster a culture that encourages team-work, excellence and pride*
4. *The Organisation will be risk-tolerant and will embrace a balanced approach to management of accountability and performance*
5. *The Organisation will nurture a culture that encourages ethical and legal behaviour for positive reasons and not just as a compliance charter*
6. *The Organisation will be a place where hard work and fun can co-exist*

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6.0 Key Themes

Councillors and Directors participated in a two-day strategic planning retreat in April 2016 to identify strategic initiatives and to set priorities for the next four-year term. From this workshop the following Key Themes arose:

1. Communities
2. Economy
3. Infrastructure
4. Environment
5. Governance

S.M.A.R.T. goals and strategies have been developed for each of the themes which are described in the sections that follow;

6.1 Community

Vision

Isaac will have resilient, connected and vibrant communities where lifestyle, well-being and regional identity is cherished, innovation encouraged and opportunities harnessed.

Key Strategies - what we will do

- KS-C1: Provide, operate and maintain community venues and facilities that are popular and well used and deliver, safe, efficient and cost-effective services.

- KS-C2: Facilitate a variety of social, cultural, sporting, recreational, health and education services that are well-patronised and build resilient, connected and vibrant communities.

- KS-C3: Facilitate strategic partnerships within the region that enable community and volunteer associations to be self-sustaining.

- KS-C4: Acknowledging the CSIRO's "Imperative to innovate" megatrend that describes how technological advancement is accelerating and creating new markets and extinguishing existing ones; empower and help to facilitate community and volunteer associations to be

innovative and pursue their diverse aspirations, then come together to creatively and collaboratively tackle common challenges and harness mutual opportunities.

o   KS-C5: Undertake programs to encourage innovation and enhance liveability (such as employing contemporary urban design and providing affordable housing), health and wellbeing, and community safety across the region.

o   KS-C6: Promote programs that celebrate the uniqueness, diversity and civic pride of our communities, including appropriate recognition of our Indigenous communities.

o   KS-C7: Facilitate urgent and visible support to the community during times of stress (such as mental health support, crime prevention and assistance for residents in need).

o   KS-C8: Improve engagement/partnerships with Federal and State Governments, NGOs and private sector service providers to encourage community innovation and resilience that improve outcomes for the region.

o   KS-C9: Acknowledging the CSIRO's "Forever young" megatrend that describes an ageing population, changed retirement patterns, chronic illness and rising healthcare expenditure; incorporate our older population in community planning and Council's employment policy to ensure their skills, knowledge and wisdom can be harnessed as a community asset.

What success will look like

- Council facilities and services are connecting communities and are well-known, accessible and well-used by all demographic groups and communities across the region.
- Regular internal and external reporting is demonstrating community satisfaction with Council facilities and venues.
- A well-used range of facilitative and support programs are being delivered through Council's Operational Plans to promote effective capacity building, connectivity and innovation amongst community groups.
- Government, private and community partnerships are helping to build resilience in self-supporting community organisations.
- Resilience and vibrancy is being demonstrated by statistics which report levels of community health, safety, connectivity and innovation that compare favourably with regional, state and national benchmarks.
- Regular internal and external reporting is presenting evidence of more community-based and initiated activities and events that focus on connection to locality and place, innovation and resilience.
- Regular internal and external reporting demonstrates growing participation in the local workforce by community members aged 45 and over.

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6.2 Economy

Vision

Isaac will be a leading and innovative Queensland regional economy based upon a thriving, resilient and diverse mix of industry sectors.

Key Strategies - what we will do

- o KS-E1: Plan, design and provide sustainable, cost-effective infrastructure, facilities and services that encourage and support economic growth and a diverse range of industries.

- o KS-E2: Proactively engage with industry sectors, commerce groups, NGOs and government agencies to foster constructive partnerships that support and promote economic vitality, diversity and resilience.

- o KS-E3: Identify opportunities for sustainable economic development and diversification through strategic analysis of regional resources and the provision of planning and policies that support it.

- o KS-E4: Acknowledging the CSIRO's "Silk highway" megatrend that describes rapid economic growth and urbanisation in Asia and the developing world; develop policy settings to encourage economic development partnerships and business opportunities with these markets.

- o KS-E5: Undertake Council's commercial businesses with strong business acumen, innovation and entrepreneurship to ensure Council is an effective participant in and facilitator of economic activity.

- o KS-E6: Promote Isaac as a region that feeds, powers and builds communities to attract people to live, invest in and visit the region.

- o KS-E7: Proactively promote and support local businesses within the region to be innovative, pro-active and resilient.

- o KS-E8: Acknowledging the CSIRO's "Virtually here" megatrend that describes how digital technology is reshaping retail and office precincts, city design and function and labour markets:

  - o Encourage and assist local business to provide effective online services to better service existing customers, attract new customers and grow their operations, and

  - o Identify and attract new businesses and industries whose remote delivery models may benefit from relocating to Isaac.

- o KS-E9: Acknowledging the CSIRO's "Forever young" megatrend that describes an ageing population, changed retirement patterns, chronic illness and rising healthcare expenditure; encourage and help to facilitate local businesses, NGOs and government agencies to identify and offer opportunities for those aged under 25 and over 45 to contribute to the economy.

- o KS-E10: Acknowledging the CSIRO's "An imperative to innovate" megatrend that describes how technological advancement is accelerating and creating new markets and extinguishing existing ones; encourage and help to facilitate local businesses and NGOs to identify and adopt relevant, new technologies to improve efficiency and effectiveness.

What success will look like

- Council is facilitating new and diverse economic initiatives that are appropriately located and serviced to maximise success.
- Private and public sector enterprises from a diverse range of sectors are being identified by Council and attracted to or created within the region.
- Council's economic development strategy is providing the policy settings to facilitate multi-faceted economic growth and to identify and facilitate opportunities for key industry sectors, including "greenfield" sectors.
- Council's commercial businesses are productive, delivering a return on investment comparable with the private sector, are providing balanced commercial and social/community outcomes, and are using local products and services where possible.
- Economic statistics for the region are demonstrating increasing employment opportunities, especially for those under 25 and over 45, more commercial activity, and growth in local business numbers, visitors and population.

6.3 Infrastructure

Vision

Isaac will have sustainable infrastructure that energises, attracts and enables investment, connected communities, and industries to succeed in their market.

Key Strategies - what we will do

- o KS-I1: Plan for, provide and maintain safe and robust road infrastructure that meets the needs of the community, improves inter-regional and intra-regional connectivity, supports the operations of existing businesses, and helps to attract new enterprises.

- o KS-I2: Plan for, provide and maintain water supply and sewerage infrastructure that is environmentally compliant, reliable, affordable, and meets the water quality and volumes required by the community and industry.

- o KS-I3: Provide and maintain a network of parks, open spaces and natural features that enrich the community's quality of life, enhance visitor experiences and encourage our communities to connect.

- o KS-I4: Maintain Council's high preparedness and capability to quickly and effectively respond to natural disasters that impact on the region's communities and infrastructure.

- o KS-I5: Strategically operate, maintain and use Council assets to deliver efficient, cost-effective services appropriate to the current and anticipated needs of the community, and conduct regular reviews to ensure operational performance and continuous improvement.

- o KS-I6: Acknowledging the CSIRO's "Virtually here" megatrend that describes how digital technology is reshaping retail and office precincts, city design and function and labour markets; advocate for and facilitate high-quality, high-capacity ICT infrastructure from Government and private sector providers and ensure Council-provided infrastructure meets the same high standards.

What success will look like

- Council is implementing a long-term roads infrastructure planning and management program to ensure the regular assessment and maintenance and/or renewal of road and transport infrastructure across the region.
- Water supply infrastructure is being planned, constructed, operated and maintained to ensure water security and reliability is keeping pace with community needs; and sewerage infrastructure is being developed and maintained to ensure the environmentally responsible treatment and disposal or reuse of effluent.
- Isaac's parks, open spaces and natural features are being well used by the community and visitors, and being maintained by a planned, well-resourced Council management program.
- In responding to the natural events which damage our communities and infrastructure, Council is taking a leadership role that is proactive, prompt and includes relevant collaboration with other governments to ensure physical and financial assistance is progressed expeditiously.
- Council is implementing a long-term Council-owned infrastructure planning and management program, including the maintenance of a comprehensive Assets Register, to ensure the performance and use of Council assets is regularly assessed and assets are meeting community expectations.
- ICT infrastructure, including internet services, compares favourably to the best quality and speed in Australia and is enabling existing and new businesses to operate competitively.

6.4 Environment

Vision

To manage and achieve an appropriate and sustainable balance between environment, economy and community to ensure our natural and built resources continue to feed and power communities.

Key Strategies - what we will do

- KS-EN1: Ensure the correct policy settings are in place for responsible, strategic land use planning that balances community, environmental, agricultural, export and regional development outcomes, sustainably.

- KS-EN2: Acknowledging the CSIRO's "More from less" megatrend that describes the increasing demand for limited natural resources and a scarcity of these resources; harness the region's significant natural resources, including mineral wealth and agricultural land, to sustainably grow the regional economy and contribute to powering, feeding and building communities.

- KS-EN3: Acknowledging the CSIRO's "Going, going…gone?" megatrend, that describes a window of opportunity to protect biodiversity, habitats and the global climate; catalogue, protect and/or manage our natural environment, including areas of natural beauty/interest for tourists, ecologically sensitive and important areas and culturally significant sites and increase community awareness of our natural assets through proactive communication, education and partnering.

- KS-EN4: Employ effective waste management, recycling and environmental management policies and programs, and encourage and facilitate residents, businesses and other organisations to adopt similar practices, to minimise human and industrial impacts on the natural environment.

- KS-EN5: Partner with commerce and industry, including the resources sector, primary producers and local businesses, to encourage and facilitate best practice in sustainability to earn a reputation as a region that feeds, powers and builds communities while minimising environmental impacts.

What success will look like

- Council's integrated Planning Scheme acknowledges the influences of global megatrends and national and regional economic factors to be forward-looking and is producing outcomes consistent with its terms of reference and policies, and is balancing economic, environmental and community priorities.
- Council is managing and updating an inventory of culturally and environmentally significant sites and is oversighting a comprehensive management plan for each, including site promotion to the community and visitors where appropriate.
- Isaac's culturally and environmentally significant sites are being acknowledged, respected, protected and enjoyed by the community and visitors.
- Council is managing and keeping up to date a comprehensive and sustainable waste management strategy, that is supported by policies and programs, to minimise its own and the community's impact on the natural environment.
- Council is collaborating and/or partnering with the resources industry, local businesses, primary producers and the community to achieve measurable improvements to or effective protection of the region's natural environment.
- Council's commitment to achieving an appropriate and sustainable balance between environment, economy and community is being reflected in operational plans and implementation activities that deliver positive environmental and conservation outcomes.

6.5 Governance

Vision

Council will be a strong, ethical and effective advocate for Isaac, providing transparent and informed decision making for efficient service delivery to help the region feed and power communities.

Key Strategies - what we will do

- KS-G1: Through the operations of the Advocacy Committee and use of external advisers (where relevant), maintain a program of advocacy to and lobbying of State and Federal Government Ministers, Shadow Ministers, departments and agencies to achieve Isaac's economic, community and environmental priorities.

- KS-G2: Through effective promotion, communication and engagement, inform, collaborate with and empower the community and community groups to understand the external economic impacts on the region and assist them to respond with actions and ideas that are positive for Isaac.

- KS-G3: Develop strategic and operational plans supported by policies, acknowledging the CSIRO's seven megatrends and national and regional economic factors, that enable informed Council decision making and delivery of efficient services.

- KS-G4: Maximise transparent and informed Council decision making and efficient service delivery by effectively engaging with the community, government agencies, NGOs and the private sector to identify and respond to their relevant priorities.

- KS-G5: Achieve financial sustainability through effective use of Council's resources and assets and prudent management of risk.

- KS-G6: Acknowledging the CSIRO's "Great expectations" megatrend that describes changing consumer expectations for services, experiences and social interaction; implement a continuous improvement model for customer-facing services that is informed by customer feedback sought proactively by Council.

- KS-G7: Demonstrate transparency in Council decision making by assessing and publicly reporting on relevant measures of decision making and implementation performance.

What success will look like

- Council is providing products and services to residents and businesses that are desirable, efficient, affordable and contribute to Isaac's quality of life standards and economic strength.
- Regular community survey results are indicating a high level of customer satisfaction across Council's services and facilities, and the Complaints Management System is reporting a declining trend in substantial grievances.
- Council is implementing and reporting positively on a comprehensive and measurable community and stakeholder engagement program across the region.
- Council's strategic and operational plans, supported by policies, are delivering informed Council decision making and efficient services which support economic growth and community connectivity.
- Through robust financial management, efficient service provision and effective asset management, council is reporting measurable cost efficiencies.
- Regular monitoring and audit checks are demonstrating Council's strong governance processes and integrity of decision making across all aspects of the business.

7.0 Action Plan

To achieve the Vision and to develop the organisation to attain its desired future state, there are many issues that will need to be addressed.

The plan for action is structured with three key themes:

- Governance and Planning
- People
- Organisation and Operations

The following tables set out the issues along with potential responses for each issue.

7.1 Governance and Planning

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G1	Embedding the Vision and Key Themes	The new Vision and Key Themes will need to be operationalised so that in every way possible it is promoted as the fundamental reason for the organisation's existence.	Key corporate documents including Corporate Plan, Operational Plans, individuals' position descriptions and other corporate communications should include reference to the Vision and Key Themes.	G1.1 Re-badge Vision media including stationary, on-line presence, signage and documentation	MBMC	Q3 and Q4 2016/17
				G1.2 Include new Vision and Key Themes in all relevant corporate documents	MBMC	Q3 2016/17
				G1.3 Publish Vision and Key Themes interpretation statements internally and externally (written and video)	MBMC	Q3 2016/17
				G1.4 Adopt program of internal engagement	MBMC	Q3 2016/17
G2	Integrated planning and corporate	Integrating current and future planning initiatives will be essential. Understanding of	It will be appropriate to ensure that the key statutory and non-statutory planning documents	G2.1 Establish integrated planning framework document	MGCS	Q1 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
	planning cycle	the reasons (not just statutory compliance) and benefits is essential to its success. Strategic and key planning decisions should be planned and executed annually in a reliable and sensible manner to ensure that statutory documents are not adopted without adequate consideration or in isolation.	are truly integrated. A Corporate Planning Calendar should be developed and adopted and then diligently executed with commencement in September for a conclusion in the following July each year.	G2.2 Establish ongoing coordination and monitoring role for Governance unit	MGCS	Q1 2017/18
				G2.3 Adopt Corporate Calendar to manage cycle of integrated planning and reporting	DCGF	Q2 2016/17
				G2.4 Establish clear direction regarding planning and reporting obligations	DCGF	Q1 2017/18
				G2.5 Establish reporting guidelines and templates	MGCS	Q3 2016/17
G3	Strategic financial management	It is a statutory requirement to adopt a Long Term Financial Forecast. Current financial planning models underpinning the financial strategy are not sufficiently sophisticated. Current policy narrative on financial strategy is not sufficiently comprehensive or accessible.	Establishment of a new more comprehensive model and narrative will be important. Development of more strategic and comprehensive policies (e.g. revenue opportunities, capital structure, cost management, asset management etc.….) to drive financial strategy is also required. Financial reporting and decision-making (including prudential ratios and whole of life costs of projects) should continue to be enhanced.	G3.1 Develop and adopt comprehensive financial planning model	MFS	Q3 2016/17
				G3.2 Critically revise relevant policies	DCGF	Q3 2016/17
				G3.3 Integrate financial plan with asset management plans	DCGF	Q2 2017/18
				G3.4 Establish improved sustainability reporting regime including external periodic review	MFS	Q3 2016/17
				G3.5 Identify initiatives to diversify revenue and contain costs	DCGFS	Q3 2016/17

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G4	Asset management	It is a statutory requirement that requires holistic approach. In the past year or two a series of initiatives has positively advanced the organisations approach to managing its assets. There is a risk that focus might be predominantly on data input rather than strategic outcomes but current initiatives are starting to address this.	Revision of functional demarcation of responsibility for asset management and skills/resources allocated is essential. Focus on a more strategic and corporately driven approach will be appropriate with clear explanation of the difference between corporate asset management and each Asset Custodian's role. Review and coordination of existing planning initiatives will be necessary to facilitate effective integration. Sustained and meaningful management and Council commitment to the objectives is essential.	G4.1 Appoint dedicated Enterprise Asset Manager reporting to Director Corporate Governance and Financial Services	DCGFS	Q3 2016/17
				G4.2 Revise and reset project plan for establishment of enterprise asset management	EAM	Q1 2017/18
				G4.3 Define and demarcate roles of Enterprise Asset Manager, Asset Custodians and Asset Users (including service providers and program managers)	CEO	Q4 2016/17
				G4.4 Establish an Asset Management Group to facilitate ongoing discussion with Asset Custodians	DCGFS	Q3 2016/17
G5	Risk management	Work has commenced on improving risk management but the current risk management framework needs enhancement and is not adequately resourced. Current policy is not adequate. Whole of organisation awareness and commitment is not sufficient.	Enhancement of the risk management framework and policy and application of that to all operations is essential. Meaningful and embedded development of Strategic and Operational Risk Registers that drive risk related decision-making (including audit plans) is important.	G5.1 Finalise Risk Management Framework and Policy	MCGS	Q2 2017/18
				G5.2 Establish strategic and operational risk registers	MCGS	Q2 2017/18
				G5.3 Establish risk management procedures and reporting regime	MCGS	Q2 2017/18
				G5.4 Adopt hierarchy of operational risk registers and incorporate into business plans	MCGS	Q2 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G6	Organisational performance management	Current organisational performance management framework is patchy and predominantly reactive. It also appears to be unduly focussed on processes and inputs rather than outcomes. Whole of organisation awareness and commitment to organisational performance management should be improved.	Establishment of new performance management framework focussed more on outcomes is desirable and application of that to all operations also desirable.	G6.1 Establish organisational performance management framework	MCGS	Q2 2017/18
				G6.2 Implement high level organisational performance reporting	MCGS	Q2 2017/18
				G6.3 Integrate organisational performance reporting with Senior Officers performance management system	CEO	Q2 2017/18
G7	Committee system	Terms of Reference for Advisory Committees have not been finalised. The current committee structure appears not to be optimal when agenda content is scrutinised (excessive focus on operational matters for some Committees). Some matters are not handled efficiently with up to four occasions when matters are repeatedly discussed/debated (management review, Advisory Committee, Briefing	Critical review of the committee structure and cycle is essential. The option of establishing Standing Committees should be reconsidered with clear and firm Terms of Reference in lieu of Advisory Committees. The option of aligning Standing Committees with Directorates is also worthy of consideration. Re-development of a small number of project based, or special function based, Advisory Committees will be	G7.1 Establish Standing Committees with scope aligned to Directorates	CEO	Q3 2016/17
				G7.2 Abandon existing Advisory Committees	CEO	Q3 2016/17
				G7.3 Establish specific purpose finite term Advisory Committees as required	CEO	Q4 2016/17

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No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		Session and then Council meeting) which is neither justifiable nor sustainable. The cycle of meetings is not working with some Advisory Committee minutes ultimately presented to the following month's Council meeting resulting at times in an unnecessary lag of up to four weeks.	effective. Terms of Reference that encourage forward-looking and pro-active agendas (rather than retrospective) will also be effective.	G7.4 Rationalise calendar of other sessions including Strategic Planning Days and Briefing Session to reduce frequency of non-statutory meetings	CEO	Q3 2016/17
				G7.5 Appoint four Councillors in each Standing Committee including the Mayor (ex-officio)	CEO	Q4 2016/17
G8	Reporting and agenda development	Historically some reports have resulted in rejection or re-work due to inadequate preparation or peer review. An Agenda Review process has commenced to address this deficiency. Development of reports for Advisory Committees is also sub-optimal partly due to lack of clarity in the Terms of Reference.	Implementation of an Agenda Review process involving CEO Directors and key Managers should continue to be applied for all reports that are presented to Council.	G8.1 Refine existing new agenda review process to include Committee agenda development	CEO	Q3 2016/17
				G8.2 Establish report-writing guidelines	MCGS	Q3 2016/17
				G8.3 Rationalise and simplify existing agenda template	CEO	Q2 2016/17
				G8.4 Establish complimentary format for presenting "information" reports to Committees	CEO	Q3 2016/17
				G8.5 Establish dedicated portal for Elected Members and senior Officers to host distribution of agenda's, corporate documents, registers and other information	DCGFS	Q4 2016/17
G9	Standing	Standing Orders appear to be	A review of Standing Orders	G9.1 Facilitate production of	MCGS	Q1

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
	Orders	inadequate.	and adoption as a Local Law (Meetings) should be facilitated.	new Local Law (Standing Orders)		2018/19
G10	Governance-operations interface	Growing community expectations in a dynamic region, coupled with new challenges associated with social media, present challenges for elected members and those who support them. There is evidence of failure to adequately support elected members in their roles and to meet their expectations. There is also evidence of unwarranted involvement of elected members in operational matters – perhaps as a consequence of past failures. There is some tension in relationships between senior officers and elected members and an apparent trust deficiency.	A collegiate approach should be taken in collectively re-setting the optimal interface between elected members and officers with the primary objective of supporting elected members in their roles while respecting statutory obligations and maximising efficiency and effectiveness in the running of Council's business for the benefit of ratepayers.	G10.1 Establish new Councillor Support Policy outlining the facilities and services that are available to support Elected Members	CEO	Q4 2016/17
				G10.2 Further develop Councillor Help Desk processes and integrate with Customer Service and Workflow systems	CEO	Q1 2017/18
				G10.3 Adopt statutory Guidelines for Acceptable Requests including directory for use by Councillors in determining which Officer to contact	CEO	Q3 2016/17
				G10.4 Establish protocols for building and maintaining trust and teamwork involving Councillors and Senior Officers	CEO	Q4 2016/17
G11	Audit	The current Audit and Risk Committee appears to be quite effective. However Internal audit is not adequately resourced and the externality is not conducive to realising the potential full	Revision of the Internal Audit arrangement is desirable with potential appointment of an employee in the role of full time Internal Auditor. Of course any change will need to preserve the integrity	G11.1 Revise membership of Audit and Risk Management Committee to include a second independent skills based appointment	MCGS	Q3 2016/17
				G11.2 Prior to end of existing contract advertise for new	CEO	Q4

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		value of Internal Audit. Audit planning is not sufficiently driven by risk management.	and independence of the Internal Audit function.	positions of Internal Auditor and Audit Assistant and if suitably skilled applicants are available, appoint them in lieu of the existing external contract services		2016/17
				G11.3 Adopt annual Internal Audit Programs with stronger relevance to strategic and operational risk registers	MCGS	Q2 2017/18
				G11.4 Revise internal audit process to ensure that management responses to audits are holistic, achievable and committed	MCGS	Q3 2016/17
G12	Economic development	Economic development strategy is not robust and effectiveness of economic development efforts is not apparent. Regional economic development arrangements are subject to significant and imminent change.	Development of a fresh Economic Development Strategy, Business Support Strategy and Tourism strategy is desirable with a critical review of resource allocation following adoption of strategies.	G12.1 Adopt new Economic Development Strategy, Local Business Support Strategy and Tourism strategy	MEDC	Q4 2016/17
				G12.2 Critically review resource allocation to ensure strategies are achievable	DPECS	Q4 2016/17
				G12.3 Establish agreements with regional organisations regarding demarcation and compatibility protocols	MEDC	Q4 2016/17
				G12.4 Establish local task-force as and when required for cooperative approach to exploiting significant economic opportunities involving private sector and community leaders eg Galilee Basin	CEO	Q3 2016/17

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No.	Title	Issue	Objective	Actions	Custodian	Timeframe
				G12.5 Revise and re-activate adopted Adani Community Engagement Framework	MEDC	Q3 2016/17
G13	Climate change	Council represents a region which proudly supplies high quality coal to the world. This economic reality is critically important. However neither Climate Change Policy nor Mitigation Strategy nor Adaptation Strategy has been adopted by Council. Council's website link re "Climate Change" redirects to Australian Government website. Given past and potential future focus on global environmental impact of fossil fuels, Council is at risk of being accused of not being adequately prepared or committed.	A clear statement of Council's position along with development and adoption of a balanced Climate Change Policy, Mitigation Strategy (potentially relating to renewable energy economic opportunity) and Adaptation Strategy (particularly for low-lying coastal communities and potential impact of sea-level rise) is desirable.	G13.1 Adopt Climate Change Policy	DPECS	Q2 2017/18
				G13.2 Adopt Climate Change Mitigation Strategy	DPECS	Q4 2017/18
				G13.3 Adopt Climate Change Adaptation Strategy	DPECS	Q4 2017/18
				G13.4 Critically review resource allocation to ensure strategies are achievable	DPECS	Q4 2017/18
G14	Biodiversity	Council does not have a robust approach to meeting its pest management obligations and has very limited policy and strategy commitment to biodiversity. Given the global spotlight is	Development and adoption sustainable policy and strategy in relation to biodiversity and pest and weed management will be desirable. Consideration will need to be given to the necessary	G14.1 Adopt Biodiversity Policy	DPECS	Q1 2017/18
				G14.2 Adopt Pest Management Strategy and prioritised program	MES	Q3 2017/18

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No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		strongly focussed on the Great Barrier Reef (with Australian government responses evident in the recent federal election), Council is at risk of appearing unprepared or uncommitted. Pest and weed management practices for Council-controlled land appears not to be adequately structured or sufficiently resourced.	allocation of resources to achieve the outcomes.	G14.3 Adopt Biodiversity Risk Register and Strategy	MES	Q1 2018/19
				G14.4 Critically review resource allocation to ensure strategies are achievable	DPECS	Q1 2018/19
G15	Advocacy	Current and recent advocacy efforts on some issues (e.g. social impact of mining projects) are effective and highly credible. Advocacy on some other issues that Council has identified appears however to be insufficient and unstructured (e.g. road funding). Previously adopted Advocacy Strategy appears to be ambitious and not necessarily cognisant of competing priority for resources.	Development of advocacy strategy for issues such as road funding will be essential. Critical review of broader advocacy strategy is also timely.	G15.1 Prepare "Priority Projects Prospectus" document for future government funding opportunities	CEO	Q3 2016/17
				G15.2 Critically review broader Advocacy Strategy	CEO	Q4 2016/17
				G15.3 Establish a rolling Advocacy Plan on a quarterly basis	CEO	Q1 2017/18
G16	Controlled Entities – Moranbah Early Learning	Moranbah Early Learning Centre P/L (MELC) is a controlled entity and operates as a separate entity. Its	A critical review of the need for ongoing MELC dependencies on Council will be prudent.	G16.1 Define all interdependencies and analyse risks, costs and benefits of each	DCFGS	Q3 2016/17

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
	Centre P/L	constitution is overly complicated for the current simple arrangement. It also has dependency on council in various ways (including most Director positions and a key officer providing management support). This arrangement has risks attached for both parties. MELC's operations appear to have improved based on latest Federal Government audit.		G16.2 Examine options of internalisation or full separation (and/or privatisation) in consultation with MELC Board, staff and clients	CEO	Q4 2016/17
				G16.3 Determine the need for structural change	CEO	Q1 2017/18
				G16.4 Re-define desired strategic objectives from IRC perspective	CEO	Q1 2017/18
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	Isaac Affordable Housing Trust P/L (IAHT) is a controlled entity and operates independently. Its objectives were appropriate for the economic and social conditions that existed during its early life. Current and potential future conditions are different.	IAHT should be encouraged to reassess its role and its outlook.	G17.1 Undertake critical assessment of IAHT outlook and future economic and social policy influences in consultation with IAHT Board	CEO	Q1 2017/18
				G17.2 Re-define desired strategic objectives from IRC perspective	CEO	Q3 2017/18
				G17.3 Consider synergies with IRC, State Government and private sector property portfolios	CEO	Q3 2017/18
				G17.4 Establish and implement strategic plan	CEO	Q4 2017/18
G18	Community engagement	It is a statutory requirement to effectively engage community and stakeholders. Current	Management commitment to meaningful community engagement is essential as	G18.1 Establish Community Engagement Policy	DPECS	Q1 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		approach is adequate but not subject to holistic framework. Skills and awareness for contemporary approaches to community engagement should be strengthened. Roundtable community meetings have been somewhat successful for Elected Members but are under review.	will ongoing training and development of skills and use of contemporary approaches. Facilitate prompt review of options to refresh or replace roundtable community meetings.	G18.2 Adopt Community Engagement Guidelines including contemporary alternatives	DPECS	Q2 2017/18
				G18.3 Specifically adopt program of periodic engagement activities to replace Roundtable Community Meetings	DPECS	Q3 2016/17
				G18.4 Critically review effectiveness and currency of on-line engagement media	MBMC	Q4 2016/17
G19	Indigenous relations	Current approach is inconsistent with contemporary government and community practices and appears reliant on initiatives of previous Councils e.g. ILUA's.	Establishment of meaningful Indigenous Relations policy and practices is desirable including effective protocols, programs, projects and cultural awareness training for staff, as part of a broader Reconciliation Action Plan.	G19.1 Review past agreements and strategies	DPECS	Q2 2017/18
				G19.2 Adopt Indigenous Relations policy	CEO	Q3 2017/18
				G19.3 Undertake engagement with representative elders and organisations and develop Memoranda of Understanding	CEO	Q4 2017/18
				G19.4 Develop a Reconciliation Action Plan	DPECS	Q4 2017/18
G20	Corporate stakeholder relations	Generally relations with large corporate stakeholders (mostly mining companies) are adequately managed (within current economic context) however economic	A critical review of the current corporate stakeholder relations approach is desirable to establish arrangements that serve the needs of Council and mitigate risk.	G20.1 Adopt Corporate Stakeholders Engagement policy	CEO	Q1 2017/18
				G20.2 Develop engagement strategies for each major corporate stakeholder	CEO	Q2 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		and commercial conditions and changes to financial relationship have created ongoing tension. Communications with stakeholders is somewhat ad-hoc and inconsistent which creates risk for Council (e.g. multiple channels of parallel communication).		G20.3 Establish Memorandum of Understanding giving effect to engagement strategies with each major corporate stakeholder	CEO	Q3 2017/18
				G20.4 Establish process for development of Special Charge proposals including communication with relevant stakeholders	CEO	Q2 2017/18
G21	Critical instruments	Management of critical documents such as funding arrangements, leases, licences etc. is not sufficiently robust.	Establishment and management of a register of critical document is essential.	G21.1 Collate readily available existing critical instruments	MCGS	Q3 2016/17
				G21.2 Define critical instruments for inclusion in register	DCGFS	Q3 2016/17
				G21.3 Identify gaps in critical instruments register	MCGS	Q3 2016/17
				G21.4 Research archival evidence of missing critical instruments	MCGS	Q4 2016/17
G22	Statutory compliance	There is evidence of some deficiency in records and systems to establish assurance of statutory compliance (e.g. statutory registers).	Establishment of a statutory compliance management system will need to be developed and implemented.	G22.1 Conduct annual statutory compliance audit	MCGS and IA	Q2 2017/18
				G22.2 Identify greatest risks in non-compliance	DCGFS	Q3 2017/18
				G22.3 Develop strategies to mitigate risk of non-compliance in prioritised risks	DCGFS	Q4 2017/18

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7.2 People

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P1	Workplace health and safety – employee commitment and compliance	There has been improvement in the past two years, but organisational awareness and commitment to WHS appears not to be uniformly sufficient. Incident reporting and corrective action close-out could be improved with emphasis on organisational learning and transfer to risk register for residual benefit.	Revision and enhancement of awareness and adherence to WHS system and practices will be essential with necessary communications and training.	P1.1 Appoint Safety Awareness Officer position for 12 months to boost awareness	MOS	Q3 2016/17
				P1.2 Reinforce safety responsibility and accountability mechanisms	DCGFS	Q3 2016/17
				P1.3 Critically review the process for incident reporting and corrective action close-out	MOS	Q4 2016/17
P2	Workplace health and safety – committee system	The WHS Committee is fairly effective but there is inherent weakness due to lack of senior management participation and the breadth of diverse workplaces that it covers.	A critical review of the effectiveness of the WHS Committee and options for more robust and pervasive committee structure (e.g. directorate or geographic based sub-committees) is timely.	P2.1 Establish location based WHS sub-committees with elected representatives from each workplace within the area	MOS	Q3 2016/17
				P2.2 Establish an umbrella WHS committee comprising CEO, Directors and sub-committee representatives	CEO	Q3 2016/17
				P2.3 Re-create lag and lead safety indicator reporting to committees (eg Safe Act Observations)	MOS	Q4 2016/17
P3	Leadership	Management leadership is subject to strong criticism, which needs to be addressed as perception is based on the image created by the actions or inactions of leaders. The concept of leadership also appears to be narrowly interpreted.	Greater attention to communicating the actions of management leaders and actively demonstrating the model attributes of a good leader is essential. Widening of the concept of leadership throughout the organisation will be essential	P3.1 Adopt Leadership Framework empowering all levels of leadership (not only senior management) within an accountability context and as it relates to Teamwork	MPP	Q4 2016/17
				P3.2 Adopt "Model Traits of Leaders" guideline and promote model behaviour	MPP	Q1 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
			to encourage leadership opportunities and traits at all levels in the organisation.	P3.3 Facilitate leadership inspiration by promoting case studies (internal and external)	MPP	Q2 2017/18
				P3.4 Explore initiatives to develop managers' coaching and mentoring capacity	MPP	Q3 2017/18
P4	Teamwork	The existence of silo's and parochiality is patently evident. There is a clear need to articulate and nurture a more consistent and genuine commitment to the importance of teamwork.	Establishing and entrenching a commitment to the importance of teamwork and the elimination of silo's and negative impacts of parochiality is essential.	P4.1 Adopt a Teamwork Code and prepare marketing collateral to promote teamwork	MPP	Q3 2016/17
				P4.2 Facilitate teamwork inspiration by promoting case studies (internal and external)	MPP	Q1 2017/18
				P4.3 Facilitate teamwork opportunities between directorates, workplaces and locations	MPP	Q4 2016/17
P5	Recruitment and retention	Poor retention of employees has been costly and damaging to this organisation. At times attraction has been difficult due to labour market stress.	A structured and inclusive project should be established as a high priority to review and recommend on strategies to address high turnover. Acknowledgement of corporate knowledge held by long serving employees and Councillors, along with mechanisms to transfer and retain such knowledge is essential.	P5.1 Establish Exit Interview reporting process to CEO	MPP	Q3 2016/17
				P5.2 Critically review departure cause trends and identify potential mitigation initiatives to address trends	MPP	Q1 2017/18
				P5.3 Introduce explicit consideration of retention potential and fitness for the role at recruitment	MPP	Q2 2107/18
				P5.4 Establish corporate knowledge capture processes	MPP	Q4 2017/18
				P5.5 Implement ongoing promotion of IRC as an employer of choice	MBMC	Q2 2017/18
				P5.6 Develop a framework for establishing Standard	MPP	Q4 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
				Operating Procedures and Work Manuals in roles that are critical or are subject to high turnover to improve efficiency of on-boarding and induction		
				P5.7 Critically review recruitment processes to reduce timeframes for filling vacant positions specially when the vacancy can be anticipated	MPP	Q3 2016/17
				P5.8 Critically review on-boarding and induction processes and incorporate a mechanism to identify, capture and carry-over knowledge of the previous incumbent	MPP	Q1 2017/18
P6	Fellowship	Social interaction at whole-of-organisation level is non-existent. Division of workgroups (e.g. geographic and directorate based Christmas celebrations) detrimentally affects holistic team development.	Initiation of fellowship opportunities (events and communication) will be desirable including whole-of-organisation initiatives (e.g. support for Social Club activities and review of employee Christmas function).	P6.1 Facilitate an annual event involving all employees at the one location	CEO	Q4 2016/17
P7	Reward and recognition	Reward/recognition initiatives generally adequate though could be enhanced. Service recognition has lapsed.	Establishment of new reward/recognition arrangements is essential.	P7.1 Establish "Great Work" recognition program awarded bi-monthly by CEO based on nominations from employees	CEO	Q2 2016/17
				P7.2 Establish "Long and Valued Service" recognition program awarded monthly	MPP	Q2 2016/17
				P7.3 Establish "Mayor's Medallion" program annually for recognition of special employee	CEO	Q1 2017/18

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No.	Title	Issue	Objective	Actions	Custodian	Timeframe
				achievements to be presented at annual event (ref P10.1)		
P8	Learning and development	Some aspects of Council's learning and development program are good but a more comprehensive and effective approach is needed. Attendance at conferences and meetings is expensive and consumes available training resources on a small number of individuals.	Development of the Learning and Development Program with continued innovation in on-line learning opportunities will be essential. Establishment of a more robust system for corporate management of conference attendance will be desirable.	P8.1 Adopt Learning and Development strategy	MPP	Q2 2017/18
				P8.2 Establish corporate training program based on identified needs	MPP	Q3 2017/18
				P8.3 Establish system for managing conference attendances	MPP	Q3 2016/17
				P8.4 Continue to exploit on-line training opportunities	MPP	Q1 2017/18
P9	Employee development and performance management	Individual employee development and performance management is not consistent or effective. Position Descriptions do not exist universally, nor are performance reviews or development plans.	Significant improvement to applying contemporary employee development and performance management is essential.	P9.1 Apply CEO Performance Plan and Assessment model to all Directors and Managers	CEO	Q3 2016/17
				P9.2 Ensure that all employees have relevant Position Description with clear reference to WHS responsibilities	MPP	Q2 2017/18
				P9.3 Establish annual development plan and performance assessment framework for all employees and raise awareness of the importance of this	MPP	Q4 2017/18
				P9.4 Establish opportunities for career path management for aspiring employees	MPP	Q1 2018/19
				P9.5 Critically review disciplinary action processes particularly in relation to compliance and timeframes	MPP	Q3 2016/17

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P10	Equal Employment Opportunity	Council's Equal Employment Opportunity Policy is not available of the intranet which is a poor reflection on the organisation's commitment to equity. Employee diversity is generally healthy (particularly multi-cultural), however the numbers of indigenous and disabled employees appears to be low. Senior management gender balance is not adequate (female deficient).	Revision and promotion of Equal Employment Opportunity Policy and practices is desirable. Increase in number of indigenous and disabled employees is desirable. Increase in female senior managers is desirable.	P10.1 Review and publish Equal Employment Opportunity Policy	MPP	Q3 2016/17
				P10.2 Identify opportunities for increased number of indigenous and disabled employees using natural attrition and affirmative action in recruitment	MPP	Q1 2017/18
				P10.3 Establish internal working group to review relevant recommendations from 2004 National Framework for Women in Local Government	CEO	Q3 2016/17
P11	Trainees and apprentices	Intake of trainee/apprentice employees is reasonable but could be increased.	Increase in number of trainee/apprentice positions is desirable.	P11.1 Review effectiveness of previous intakes regarding ongoing employment	MPP	Q3 2016/17
				P11.2 Establish a Trainees & Apprenticeship Plan with approved roles and increased intake numbers	MPP	Q1 2017/18
				P11.3 Review effectiveness of rotational deployment of trainees and apprentices	MPP	Q3 2016/17
				P11.4 Explore opportunities to integrate with local secondary schools	MPP	Q2 2017/18
P12	Ageing workforce	Departure of experienced employees presents a significant risk and cost to the organisation. Physical capacity could impact	Development of contemporary strategies including attractive transition provisions for ageing workforce will be desirable.	P12.1 Establish opportunities for older staff to mentor and develop junior staff and to share their skills and experience	MPP	Q4 2016/17

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		productivity and resource requirements and is a growing Workplace Health and Safety risk.		P12.2 Establish an effective transition into retirement program	MPP	Q3 2017/18
				P12.3 Facilitate succession planning where imminent retirements are known	MPP	Q3 2017/18
P13	Bullying and harassment	Bullying and harassment continues to be an issue in some parts of the organisation.	Awareness and training should be facilitated with a clear articulation of a no tolerance approach to dealing with bullying and harassment.	P13.1 Actively promote "no tolerance" approach to bullying and harassment	CEO	Q2 2016/17
				P13.2 Establish counselling and reporting program for victims of bullying and harassment	CEO	Q3 2016/17
				P13.3 Conduct training to ensure that the difference between performance management and bullying and harassment is understood	MPP	Q4 2016/17
P14	Senior employee contracts	Existence of salary bonus and breakout leave entitlements appears to be generous. Salary bonus arrangements are not favoured. Absenteeism due to break-out days has an impact on operations. Council's recent appointment of CEO and other Managers has not perpetuated these employment benefits.	Using natural attrition and natural expiry/renewal of contracts, transitional elimination of bonus and breakout leave arrangement should be facilitated.	P14.1 Obviate bonus and break-out day provisions in all new or renewed employment contracts	CEO	Q2 2016/17
				P14.2 Facilitate voluntary and compensated contract amendment to eliminate bonus provisions in existing employment contracts	CEO	Q3 2016/17
				P14.3 Monitor use and impact of break-out days to determine merit of facilitating voluntary and compensated contract amendment to eliminate break-out day provisions in existing contracts	CEO	Q4 2016/17

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
				P14.4 Explore alternative means by which managers' workloads, stresses and strategic planning needs can be ameliorated	MPP	Q3 2016/17
P15	Employee housing	Application of subsidised housing is inconsistent due to historical arrangements. Recent adoption of the Housing and Tenancy Management Policy is subject of a transitional approach respecting existing arrangements.	A transitional approach to implementation of the new Housing and Tenancy Management Policy will need to be developed and implemented.	P15.1 Adopt clear position regarding existing subsidised tenancies being respected	MCP	Q3 2016/17
				P15.2 Explore possible subsidised rental and own-finance acquisition schemes for surplus housing stock for low wages employees	DPECS	Q4 2016/17
				P15.3 Adopt clear position regarding water charges for water efficient houses	MCP	Q3 2016/17
P16	Access to devices	Outdoor and remote site employees do not enjoy equitable access to information and opportunities available on-line. Efficiency and effectiveness gains are also possible with deployment of appropriate portable devices.	Provision of greater access to computers for outdoor and remote site employees is desirable. Provision of appropriate portable devices for field staff should also be facilitated where benefits outweigh costs.	P16.1 Explore cost/benefit of various applications of mobile devices for field operations	CIO	Q1 2017/18
				P16.2 Progress towards universal access to networked computers in all workplaces	CIO	Q1 2017/18
				P16.3 Improve network links to workplaces currently serviced by sub-optimal arrangements	CIO	Q2 2017/18
				P16.4 Explore merit of dash and personal video recording for employees operating in difficult circumstances	CIO	Q3 2017/18
				P16.5 Equip all hot-desks to function adequately.	CIO	Q4 2016/17

7.3 **Organisation and Operations**

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O1	Organisational structure, workload and resource allocation	Organisational structure was changed significantly in 2015 but some demarcation risks have emerged with overlaps and gaps in functional responsibility. Allocation of workload and distribution of resources is potentially inconsistent, resulting in untapped capacity in some parts and overload stresses in others.	A review of gaps and overlaps in functional demarcation should be conducted with adjustment to allocation of functional responsibilities to follow. Further major change to the structure is not required.	O1.1 Conduct critical review of organisational structure to identify gaps, overlaps and under-resourced or over-resourced units	CEO	Q3 2016/17
				O1.2 Subject to result of Water and Wastewater Unit Commercialisation, determine the need for the unit to be a separate Directorate	CEO	Q3 2016/17
				O1.3 Continue critical review of all vacancies before recruiting including personnel engaged as casual, part-time, temporary and by contract	CEO	Q2 2016/17
O2	Customer contact	Emerging social media, E-business practices and community expectations regarding service delivery will continue to necessitate provision of contemporary models of service delivery and customer contact.	A revision of Customer Contact policy and practices will be essential.	O2.1 Conduct major review of customer contact/service	DPECS	Q3 2018/19
				O2.2 Refine existing customer contact arrangements to optimise service levels and distribute workload	DPECS	Q3 2016/17
				O2.3 Strengthen emphasis on use of existing customer service and workflow systems	CEO	Q3 2016/17
O3	Information technology and services	IT&S strategic planning appears to be somewhat constrained. Some business applications not optimally effective and do not meet users expectations. Longer term IT strategy appears to be more heavily influenced by investment in current systems	Establishment of comprehensive IT&S strategy will be essential.	O3.1 Adopt comprehensive IT&S Strategy including review of enterprise architecture, business applications and platforms	CIO	Q4 2016/17
				O3.2 Undertake information security audit and mitigate unacceptable risks	DCGFS	Q4 2016/17

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No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		than strategic planning for future needs. There may also be opportunity for greater use of mobile technology. Risks of external unauthorised access and disruption to information systems is growing. Internal risk of unauthorised access to and use of information is also ever-present. Communications failures and disruptions threaten business continuity.		O3.3 Critically review risks in communications network and mitigate unacceptable risks to business continuity	CIO	Q1 2017/18
				O3.4 Establish IT&S Group to engage users and contribute to strategic decisions	DCGFS	Q3 2016/17
				O3.5 Review communications infrastructure to ensure adequate capacity for corporate systems in each workplace	CIO	Q1 2017/18
O4	Project management	While planning and delivery of many significant projects continues to be successfully implemented, project management (from inception to delivery) appears not to be seamless and appears not to be as efficient/effective as it could be with some unresolved operational consequences. Allocation of responsibilities over-lap directorates and do not necessarily reflect respective core skills/experience. Whole of life project considerations	Significant revision of major capex project management policy, structure, skills and practices will be essential with an inclusive approach to establishing a comprehensive Gateways system.	O4.1 Establish "Project Accountability Gateways" framework (including policy and procedures) to manage prioritisation and progress of significant projects at various stages of project life.	DCGFS	Q2 2017/18
				O4.2 Establish Project Coordination Officer within Corporate Governance and Financial Services Directorate responsible for overall coordination (not determination or delivery) of significant projects and prioritisation of significant project funding.	DCGFS	Q3 2016/17

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		appear not to be fully contemplated. Project delivery not always to budget or on time (e.g. large carry-over of capex each year).		O4.3 Adopt firm reconciliation, close-out and capitalisation procedures	MFS	Q4 2016/17
				O4.4 Continue to build corporate skills, knowledge capacity to support program and project delivery assurance objective	CEO	Q3 2016/17
O5	Commercial business activities	Commercialisation of Water Unit is scheduled for mid 2017 but may not be achievable. Other "commercial" business activities are not adequately driven by commercial objectives. Business Plans are not adequate and do not address longer-term strategic risks and opportunities.	Review of readiness for commercialisation of Water Unit is essential. Revision of the policy and practice relating to planning and managing commercial business activities will be essential including the greater emphasis on strategic commercial objectives.	O5.1 Critically review merit of and readiness for commercialisation of Water Unit	CEO	Q2 2016/17
				O5.2 If reaffirmed, implement commercialisation of Water Unit including potential structural, policy and operational changes	CEO	Q3 and Q4 2016/17
				O5.3 Review strategic objectives, business plans and resource allocation in Commercial Outcomes Unit	DPECS	Q3 2016/17
				O5.4 Establish guidelines for development of business plans for commercial activities	MCGS	Q1 2017/18
O6	Property management	Underutilised and somewhat neglected stock of housing results in a financial liability.	Continue to develop opportunities and better asset management for greater commercial and community outcomes within the property portfolio.	O6.1 Complete property asset inventory and condition assessment and adopt an asset management plan and a maintenance management plan	MCP	Q4 2016/17
				O6.2 Identify property available for commercial purpose (ie other than employee housing) and determine opportunity for disposal and/or leasing	MCP	Q4 2016/17

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No.	Title	Issue	Objective	Actions	Custodian	Timeframe
				O6.3 Liaise with State Government and corporate entities holding significant housing property portfolios to establish longer term housing strategy for each town	CEO	Q1 2017/18
				O6.4 Critically review community facility lease policy	MCP	Q3 2016/17
				O6.5 Identify derelict building stock and develop strategy for re-purposing or demolition	MCP	Q3 2016/17
O7	Regulatory compliance management	Impacts of a diverse region with competing demands and growing community expectations will continue to place greater pressure compliance management regime.	Revision of range of regulatory enforcement priorities is essential along with reallocation of resources accordingly.	O7.1 Review all major regulatory roles and clearly establish the priorities for allocation of enforcement resources	DPECS	Q3 2016/17
				O7.2 Adopt enforcement regime matrix to clearly define the levels of enforcement (education through to legal action) and the appropriate triggers for escalation	MES	Q4 2016/17
				O7.3 Critically review the current approach to land use and development compliance management particularly unauthorised development and condition enforcement	MPLD and MBS	Q3 2016/17
				O7.4 Systematically review all Local Laws to determine relevance and adequacy	CEO	Q3 2017/18
O8	Water and wastewater infrastructure	Critical infrastructure for essential services has not been given adequate	Establishment of more strategic and fully funded asset management for each	O8.1 Adopt Total Water Cycle Plan and Strategic Asset Management Plan for each	DEI	Q1 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		strategic asset management or funding resulting in undesirable risk profile and notorious outcomes which have affected service performance and reputation. Sophistication of full cost pricing regime is inadequate and will be prone to challenge with new community focus on consumption and pricing.	system is essential. Critical review of pricing regime in conjunction with asset management will also be essential.	community		
				O8.2 Adopt Maintenance Management Plan for water and wastewater assets with express objective to shift focus from reactive to pro-active maintenance	MWS	Q2 2017/18
				O8.3 Consolidate all water supply arrangements and address all supply security deficiencies	DEI	Q4 2017/18
				O8.4 Critically review merit of and readiness for implementation of two-part tariff and full cost pricing	CEO	Q2 2016/17
				O8.5 Critically review system monitoring and control risks and install network metering and SCADA infrastructure	MWS	Q4 2016/17
				O8.6 Critically review demand management arrangements including application of water restrictions	DEI	Q2 2016/17
				O8.7 Adopt dam integrity and safety management program to mitigate risks	DEI	Q2 2016/17
				O8.8 Adopt water supply network pressure and leak management program to reduce system losses	MWS	Q4 2017/18
				O8.9 Negotiate bulk water supply agreements	DCGFS	Q4 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
				O8.10 Create new Manager Water Planning and Technical Services position	DEI	Q3 2016/17
				O8.11 Establish effluent re-use Master Plan for each town	MWS	Q4 2016/17
O9	Road infrastructure (main roads)	State Government funding of its main road and highway network and road conditions are not acceptable. Road Maintenance Performance Contracts (RMPC) shift inordinate risk to Council from State Government.	Greater and more structured effort to influence State Government in its decisions on funding its assets is essential. Negotiation of RMPC to secure acknowledgement of special circumstances and mitigate risk exposure will also be essential.	O9.1 Continue to advocate to State and Commonwealth Governments for capital funding to address deficiencies	CEO	Q3 2016/17
				O9.2 Negotiate with State Government to include appropriate special conditions in the RMPC to ensure exposure to risk is acceptable	DEI	Q3 2016/17
				O9.3 Advocate to State and Commonwealth Government for capital funding for main road and highway upgrades required to service major mining projects (eg Carmichael mine)	CEO	Q2 2016/17
				O9.4 Negotiate with State Government to reclassify roads directly servicing major projects as Main roads (eg Boundary Road servicing Carmichael mine)	CEO	Q3 2016/17
O10	Road infrastructure (local roads)	Perpetual challenges exist in maintaining and developing the local road network. Township roads appear to be in fair condition however some rural (mostly unsealed) roads are not being adequately maintained	More strategic asset planning for local roads (particularly rural roads) with greater emphasis on mitigation of predictable seasonal weather impacts and commitment to periodic maintenance programs will be desirable.	O10.1 Adopt Strategic Asset Management Plans for urban and rural road networks and associated structures	MIPTS	Q4 2016/17
				O10.2 Adopt service level based Maintenance Management Plan for road assets with clearly defined	MIPTS	Q4 2016/17

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		creating undesirable risk profile. Mitigation of predictable seasonal weather impacts on the road network (e.g. drainage, formation, culverts and bridges) appears to be modest.		intervention levels		
				O10.3 Adopt structural integrity based Maintenance Management Plans for all road structures including bridges culverts and crossings	MIPTS	Q2 2017/18
				O10.4 Adopt Mitigation Strategy for recurring impacts of flooding on road assets	MIPTS	Q2 2017/18
				O10.5 Adopt roadside vegetation management strategy	MIPTS	Q3 2017/18
				O10.6 Reinstate position of Manager Infrastructure, Planning and Technical Services	DEI	Q2 2016/17
O11	Pavement materials supply - pits	Historical casual establishment and ad-hoc management of pits has left a legacy of many pits without rehabilitation or other management arrangements. Future burden of management then closure and rehabilitation may be underestimated.	Continued effort to establish management and rehabilitation plans will be desirable. A critical review of pavement network demand and supply logistics will be desirable.	O11.1 Complete inventory, condition assessment and compliance status for all pits	MIW and MIE	Q1 2017/18
				O11.2 Adopt pit remediation strategy to address compliance risks	MIPTS	Q3 2017/18
				O11.3 Establish procedures for pavement materials supply including commercial arrangements, approvals and compliance, and logistical supply aspects	MIW and MIE	Q4 2017/18
O12	Changes in demand for community	Changes in demand for community services and facilities due to economic	Establishment of a more strategic approach to forecasting and planning for	O12.1 Adopt Social Infrastructure strategy	MEDC	Q3 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
	services and facilities.	conditions appears to be handled in a reactive manner. In some cases empty facilities caused by withdrawn services are made less tenable without clearly stated strategic outlook. It is acknowledged that in declining communities this is a difficult matter.	trends in demand for services and facilities will be desirable.			
O13	De-centralised operations	Calls for greater staffing of outer offices and allegations of centralisation of staffing to Moranbah by stealth indicate the ongoing difficulty of balancing the distribution of staff resources. In particular, the distribution of senior managers is problematic. Recent efforts of CEO and the Management Leadership Team to periodically attend all workplaces is a step in the right direction. Geographic factors necessitate extensive travel patterns for routine operations, but corporate management of the overall travel patterns is not adequate which is accommodating a relatively unfettered expense.	Critical review and development of policy relating to distribution of staff will be desirable. Apart from unavoidable focus on efficiency and practicality, parameters in development of policy should include the establishment of critical mass and presence of senior managers in each location. Establishment of more robust system for corporate management of travelling will be desirable.	O13.1 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	Q4 2016/17
				O13.2 Establish travel management system to plan and monitor travelling to mitigate risks and improve efficiency	MPFW	Q1 2017/18
				O13.3 Undertake critical review of primary workplace location for all vacancies and new positions prior to recruitment	MPP	Q2 2016/17
				O13.4 Promote and facilitate greater use of teleconferencing and videoconferencing	DCGFS	Q3 2016/17

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		Workplace Health and safety risks clearly also attach to travel patterns. System elements are in place to allow corporate management of travelling patterns (i.e. vehicle GPS).				
O14	Overtime and work patterns	Calls for more overtime indicate untapped capacity and positive willingness in the workforce.	Critical review of opportunities for greater use of overtime will be desirable.	O14.1 Include issue of work patterns in EBA negotiations	MPP	Q3 2016/17
				O14.2 Critically consider opportunity for increased overtime during budget development	DCGFS	Q3 2017/18
				O14.3 Within budget utilise overtime where beneficial for employee and plant productivity and/or service standards	DEI and DPECS	Q1 2017/18
O15	Financial management – expenditure	With constraint on financial resources, cost control is a critical enabler and can always be enhanced. Accounts payable timeframes are excessive in some circumstances due primarily to poor procurement practices. Expenditure on consumables (e.g. electricity, stationery etc.) does not appear to be managed well at corporate level and is a potential source of cost saving. Commitment to purchasing locally could be improved.	Establishment of more robust system for corporate management of cost control and increased awareness and diligence by employees will be desirable. Stronger emphasis on procurement (requisitioning phase) compliance will be essential. Establishment of more robust system for corporate management of expenditure on consumables and increased awareness and diligence by employees will be desirable.	O15.1 Critically review cost control reporting	MFS	Q4 2016/17
				O15.2 Establish program to encourage and reward initiatives resulting in cost savings	CEO	Q1 2017/18
				O15.3 Establish program to monitor and manage non-compliant procurement (requisitioning phase)	MC&P	Q4 2016/17
				O15.4 Establish monitoring and reporting regime for expenditure on consultants, consumables and other critical categories of materials and services	MFS	Q1 2017/18

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No.	Title	Issue	Objective	Actions	Custodian	Timeframe
			Greater emphasis on purchasing locally will be important			
O16	Financial management - revenue	Rates and Utility Charges are high compared to counterpart Councils which is a cause of community dissatisfaction. Application of fees and charges could be more flexible. Some fees appear to be higher than counterpart Councils. Outstanding debtors appears to be too high particularly unpaid rates and charges. This is likely due to recent economic conditions.	Adoption of a policy allowing flexibility in application of fees and charges under exceptional circumstance is desirable. Benchmarking should be considered when setting rates, fees and charges. Greater attention to management and collection of outstanding debts will be desirable.	O16.1 Undertake benchmarking of counterpart Councils to inform setting of rates, charges and fees	MFS	Q3 2016/17
				O16.2 Critically review affordability of rates and charges	CEO	Q3 2016/17
				O16.3 Authorise CEO to vary fees and charges when extenuating circumstance exist.	CEO	Q2 2016/17
				O16.4 Continue to improve debt collection process	MFS	Q4 2016/17
				O16.5 Critically review rates categorisation of fringe urban properties	MFS	Q4 2016/17
O17	External funding	There is some inconsistency in information and approach to seeking and acquitting external funding (eg grants).	Options to improve skills and standardise information in seeking external funding will be desirable.	O17.1 Establish external grants register to monitor progress of grant applications from application to acquittal	MEDC	Q3 2016/17
				O17.2 Establish procedures for developing and submitting grant applications including standardisation of data inputs	MGCS	Q3 2016/17
				O17.3 Conduct periodic program to raise awareness of grant opportunities and skills of grants application writers.	MEDC	Q4 2016/17
O18	Payroll management	System capability is underutilised and reliance on paper records is not optimal.	Transition to electronic end-to-end payroll process with greater use of system is	O18.1 Complete transitional application of TechOne payroll module	DCGFS	Q4 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		Officer's timesheet system is not accurate or appropriate.	desirable.			
O19	Delegations and authorisations	Council delegations to CEO are not complete or correct. CEO delegations and authorisations to staff are inconsistent and incomplete. Instruments of delegation and authorisation are inconsistent and incomplete.	A fresh redevelopment of the delegations and authorisations register accompanied by appropriate instruments of delegation and authorisation is essential.	O19.1 Critically review and rationalise delegations from Council to CEO including conditions of delegation where appropriate	MCGS	Q3 2016/17
				O19.2 Continue development of Delegations register (CEO to employees)	MCGS	Q4 2016/17
				O19.3 Critically review all statutory authorisations and address deficiencies	MCGS	Q1 2017/18
				O19.4 Review compliance with authorisation obligations (eg identification cards)	IA	Q2 2017/18
O20	Procurement	The effectiveness and proficiency of procurement practices is uncertain but given the large spend on materials and services, there may be substantial savings to be gained. Recent improvements are a step in the right direction. Evidence of unacceptable procurement practices (e.g. invoice before purchase order) will need to be addressed.	Continued development of procurement policy system and practices is desirable with an inclusive approach. Awareness and diligence in observing appropriate and compliant procurement practices will be essential.	O20.1 Continue program of employee awareness of procurement process and compliance obligations	MC&P	Q4 2016/17
				O20.2 Complete Preferred Supplier arrangements	MC&P	Q4 2016/17
				O20.3 Identify TechOne functionality that can be activated to improve procurement diligence (eg contractor WHS compliance)	CIO	Q4 2016/17
				O20.4 Establish procedures and awareness for separation of procurement roles	DCGFS	Q1 2017/18
				O20.5 Adopt strong and consistent management approach to eliminate non-compliant procurement	CEO	Q3 2016/17

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
				practices (eg post-dated Purchase Orders, open Purchase Orders, Purchase Order splitting etc)		
				O20.6 Critically review distribution, use and acquittal of purchase cards and credit cards	MFS	Q4 2017/18
				O20.7 Establish and increase awareness of financial delegations	MGCS	Q3 2017/18
				O20.8 Establish monitoring and reporting arrangements to prevent procurement non-compliance (eg expenditure exceeding statutory thresholds)	MFS	Q2 2017/18
				O20.9 Develop strategic procurement framework	MC&P	Q3 2018/19
O21	Records management	Corporate records capture appears to be inconsistent and incomplete.	Improved awareness and diligence by all record-generating employees is essential to ensure statutory compliance and optimal records management.	O21.1 Conduct an audit of records management compliance	IA	Q1 2017/18
				O21.2 Establish employee awareness campaign regarding compliance and good practice obligations	CIO	Q2 2017/18
				O21.3 Establish reporting regime to monitor records management practices	CIO	Q2 2017/18
				O21.4 Develop incentives for good records management	DCGFS	Q4 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O22	Internal communication	Internal communications initiatives are important as part of a developing plan for internal communications. Inter-departmental communications and cooperation is also critical and can be improved to eliminate tendency towards "silo" departmental thinking. Perceptions of inadequate management communications are shown in successive employee surveys. Management communication across departments appears to be less effective than it could otherwise be.	Further research to identify issues with internal communications and continued development of an Internal Communications Plan is essential. Initiation of more effective inter-departmental communications and cooperation is essential. Management communications should continually be reviewed and enhanced where possible. Management commitment to good communication is essential.	O22.1 Ensure Intranet and noticeboards are well used by CEO and others to communicate with staff and that they are promoted as a fundamental source of accurate and timely information.	MBMC	Q2 2017/18
				O22.2 Continue visitation by CEO, Directors and others to all workplaces	CEO	Q2 2016/17
				O22.3 Continue to vary venue for management meetings around towns and include sessions for Managers to socialise with staff at those venues.	CEO	Q2 2016/17
				O22.4 Conduct a program to raise awareness and encourage personal communication (telephone or in person) in lieu of electronic communication (emails).	MBMC	Q2 2017/18
				O22.5 Establish clear guidelines for use of internal media (eg global emails, noticeboards, intranet etc)	MBMC	Q3 2016/17
O23	Disaster management	Disaster management arrangements require strengthening, particularly in relation to exercises, sub-plans and sub-committees.	Enhancement of exercises, sub-plans and sub-committees will be essential.	O23.1 Implement recommendations of IGEM audit	DCGFS	Q4 2016/17
O24	Business continuity	Business Continuity Plans do not exist and arrangements	Establishment of Business Continuity Plans is essential.	O24.1 Adopt a Business Continuity Plan	DCGFS	Q4 2017/18

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
		for incident response are unstructured and ad-hoc.				

8.0 Implementation

Following adoption of this document by Council in December 2016, the implementation of the plan will be subject to comprehensive and structured project management. Timeframes specified in the tables in Section 7 of this document are generally commencement timeframes.

For each assigned action a concise project brief will be created and submitted by the custodian to the CEO. These project briefs will outline the steps and timeframes required to complete the action.

The CEO's office will collate the complete portfolio of briefs and will monitor implementation. A quarterly report on progress will be incorporated into Operational Plan performance reporting.

Some actions will be subject to further more detailed project plans and a Gateways approach will apply to these more complex and significant aspects.

Custodians will be required to translate actions into their own Business Plans to ensure that objectives cascade through to operational planning and budgeting.

The plan will be subject of annual review as Corporate Plan and Operational Plans are adopted.

GARY STEVENSON PSM
Chief Executive Officer

Date: 13 December 2016

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