ORGANISATIONAL DEVELOPMENT PLAN

FINAL CLOSE OUT REPORT

Current as at 22.02.2021

Presented by **Chief Executive Officer**

Adoption Date: 24 March 2021 – Resolution Number: 7177

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STATEMENT OF RESPONSE ON REALISING THE ORGANISATIONAL DEVELOPMENT PLAN

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STATE OF THE ORGANISATION

The Organisational Development Plan (ODP) sets out the direction and operational focus for continual improvement, with an approach of systematic and regulated enhancements with the identified actions split across several financial years.

In guiding the development of the ODP, the Chief Executive Officer referred to existing and established protocols, short- and long-term strategic plans and statutory obligations that influence IRC operations and decision making.

To assist in the development of the ODP, the key references for legitimising the actions and purpose of the ODP, the *Local Government Act 2009* and five-year Corporate Plan influenced the key themes and desired state of the organisation.

As will be seen in the following pages, many of the 287 actions of the ODP have been completed, with many embedded into operational processes and frameworks. There are some actions that are ongoing or still in progress. The accomplishments of the organisation since the adoption of the ODP have been significant and has placed IRC and the Isaac Community in a good position for its future.

IRC has evolved considerably, and the organisation has developed perpetual frameworks that will ensure the longevity and ongoing requirement for the (identified) ODP projects and actions. This report provides a report card on the status of the ODP with a view to retire its requirement as a current referral document for the purposes of reporting.

It is not the intention of this action to lessen the intensity of continual improvement and the direction and desired state that the ODP perpetuated. The following sections will demonstrate that, where applicable, the ongoing actions have been captured in Departmental Business Plans.

The following sections will identify the status of each individual action within the ODP, what area of IRC is custodian of the action and confirms the ongoing capture of that responsibility in a perpetual Departmental Business Plan.

IMPLEMENTING THE ORGANISATIONAL DEVELOPMENT PLAN

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BACKGROUND

The Chief Executive Officer's Organisational Development Plan (ODP) was adopted by Isaac Regional Council (IRC) on the 13 December 2016 (resolution number 4750). This ODP was one of the products of the Chief Executive Officer's 100-day plan upon his commencement with IRC. Gary Stevenson PSM commenced with IRC on the 1 July 2016 and focused on understanding the organisation and the opportunities available from initiatives to strive for improvement and to prepare, and be responsive, to any emerging or future influences.

The ODP set out the direction and operational focus for organisational continual improvement and had actions split across several financial years.

During 2017-2018, the ODP was expanded to include the outcomes/recommendations from two significant initiatives. These were the Executive Leadership Team (ELT) Re-Set and Women in Local Government Working group. The additional actions identified in this additional work were included in the ODP.

The ODP was structured with three key themes, with an *additional theme included as part of the outcomes of the 2017-2018 initiatives:

• Governance and Planning;

• People;

• Organisation and Operations; and

• *Women in Local Government.

In total, 287 actions were identified and progressively either completed or identified as a business as usual and embedded into everyday business, business plans, frameworks, policies, etc.

INFLUENCING STRATEGIES OF THE ODP

In guiding the development of the ODP, the Chief Executive Officer referred to existing and established protocols that influence IRC operations and decision making.

INTRODUCTORY REMARKS

The ODP provided introductory references to:

• IRC's Planning Framework

 – The guiding Strategies and Plans that influence the short- and long-term budgeting and planning for the organisation and Isaac region.

• Internal and External influences

 – The various current and emerging influences on the organisation at the time of the ODP's preparation.

• IRC's Vision and Values

 – Core influencing principles that guide decision making, culture and a set of beliefs and values the organisation can embrace as a team. These identify how each employee contributes to council, the community and region outputs that impact on the wider environment, including a difference in the world.

The above identified the current state of play at the time of adopting the ODP.

STRATEGIC REMARKS

The ODP then moved to the strategic focus and the underlying statutory obligations and strategic direction that would provide direction for a desired future state of the organisation and community opportunities.

These specifically referred to the:

• Local Government Principles, as per the *Local Government Act 2009* s4(2), as at 13 December 2016:

> *The local government principles are—*
>
> *(a) transparent and effective processes, and decision-making in the public interest; and*
>
> *(b) sustainable development and management of assets and infrastructure, and delivery of effective services; and*
>
> *(c) democratic representation, social inclusion and meaningful community engagement; and*
>
> *(d) good governance of, and by, local government; and*
>
> *(e) ethical and legal behaviour of councillors, local government employees ~~and councillor advisors~~.*

• 2015-2020 Corporate Plan Key Themes and Strategies, identifying the goals and what success would look like:

  – Community

  – Economy

  – Infrastructure

  – Environment

  – Governance

REPORTING ON THE PROGRESS OF THE ODP

Since its adoption, the custodians of actions have progressed alongside the Annual Operational Plan (AOP) priorities and their Departmental Programs and Services (through Departmental Business Plans). Regular performance reporting of the ODP was provided with the AOP statutory reporting.

All report cards are available via the quarterly performance reports on the Annual Operational Plan/s, the Annual Report/s and other strategic report cards. These are published on Council's website – http://isaac.qld.gov.au

For the reader, the Departmental Business Plans are perpetual documents that are reviewed and renewed each year and have a three-year rolling focus on operational and capital priorities. These influence the development of the annual budget and Annual Operational Plan, which in turn meet our strategic five-year Corporate Plan.

STATISTICS/GRAPHS

At a glance the following provides a snapshot of the status of the four key themes, specifically the statistics on actions completed and those that are either ongoing or in progress.

Further sections provide more information on the specifics of these actions, were necessary.

Pie chart legend: Governance, Operational, People, Women in LG

Values: Governance 97, Operational 110, People 67, Women in LG 13

Bar chart legend: Completed, In progress/Ongoing

Category	Completed	In progress/Ongoing
Governance	75	22
Operational	83	27
People	58	9
Women in LG	11	2
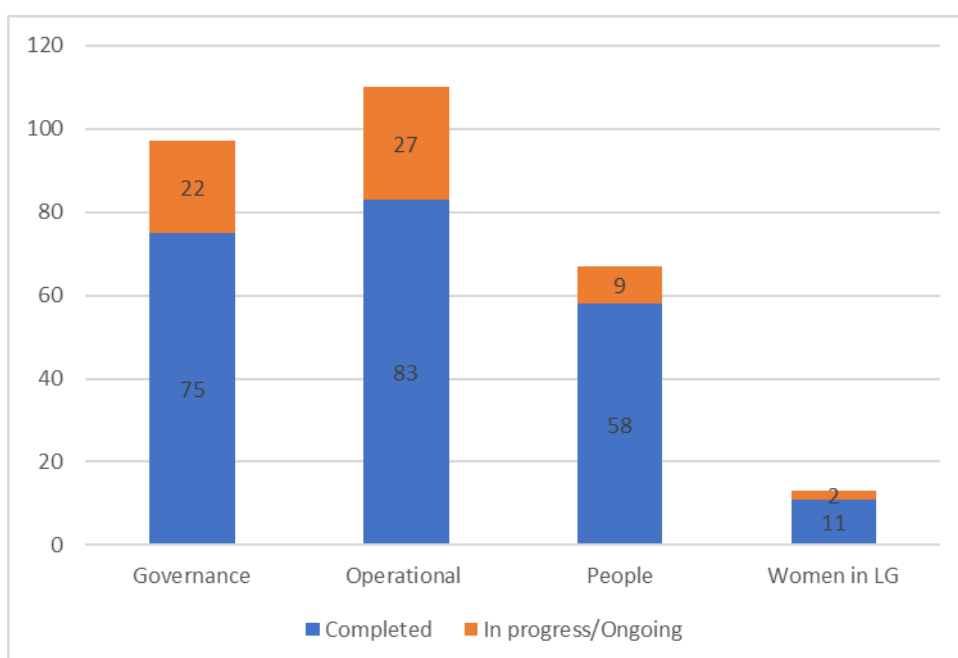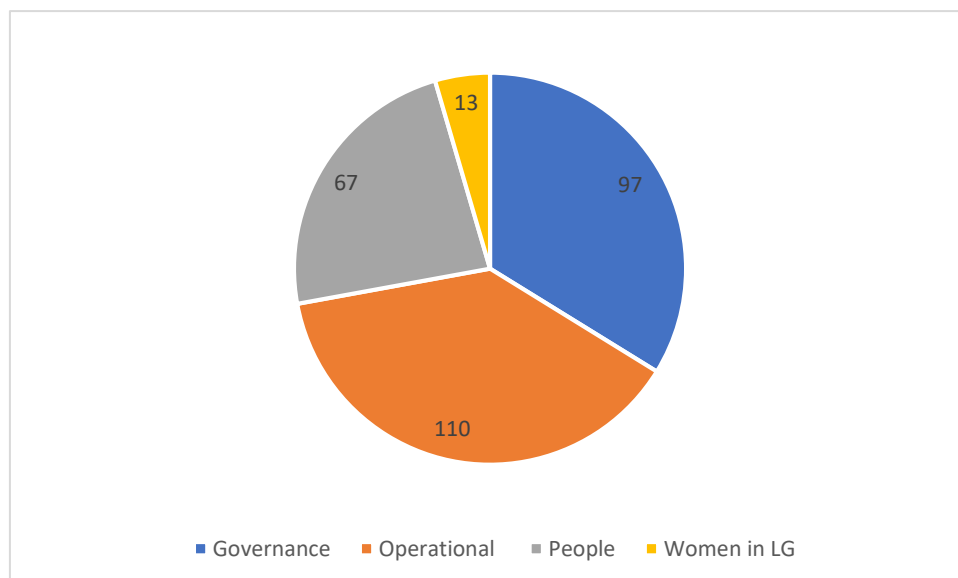
ORGANISATIONAL DEVELOPMENT PLAN ACTIONS & FINAL STATUS

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Isaac Regional Council
Organisation Development Plan
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Number	Title	Action #	Action	Directorate	Custodian	Status	BAU/Project	Department	Business Plan/AOP
G01	Embedding the Vision and Key Themes	G01.01	Re-badge Vision media including stationary, on-line presence, signage and documentation	CGFS	MBMC	Completed	Project	BMC	NA
		G01.02	Include new Vision and Key Themes in all relevant corporate documents	CGFS	MBMC	Completed	Project	BMC	NA
		G01.03	Publish Vision and Key Themes interpretation statements internally and externally (written and video)	CGFS	MBMC	Completed	Project	BMC	NA
		G01.04	Adopt program of internal engagement	CGFS	MBMC	Completed	Project	BMC	NA
		G01.05	Capture current and develop additional scripts to narrate the "energising the world is what Isaac does" story to create a strong oral traddition around the vision.	CGFS	MBMC	Completed	Project	BMC	NA
		G01.06	Develop an "introduction" script to at community events to maxamise the opportunity for the communty to be exposed to the vision video (eg a script which seamlessly introduces Council, pays respoects to Traditional Owners, and introduces/plays the video).	CGFS	MBMC	Completed	Project	BMC	NA
		G01.07	Add a condition for community/other Council grants/assistance to require the vision video to be played at any gatherings that result from the project/activity being funded or supported.	CGFS	All	Completed	Project	BMC	NA
		G01.08	Expedite the update of the vision video to include recognition of the indigenous heritage of the Region and greater emphasis on emerging renewable energy developments.	CGFS	MBMC	Completed	Project	BMC	NA
G02	Integrated planning and corporate planning cycle	G02.01	Establish integrated planning framework document	CGFS	MGCS	In Progress for 2020-21	Project	Gov & Corp Services	Gov & Corp Services
		G02.02	Establish ongoing coordination and monitoring role for Governance unit	CGFS	MGCS	Completed	BAU	Gov & Corp Services	Gov & Corp Services
		G02.03	Adopt Corporate Calendar to manage cycle of integrated planning and reporting	CGFS	DCGFS	Completed. Potentially rename to Planning and Reporting Calender	BAU	Gov & Corp Services	Gov & Corp Services
		G02.04	Establish clear direction regarding planning and reporting obligations	CGFS		Ongoing	BAU	Gov & Corp Services	Gov & Corp Services
		G02.05	Establish reporting guidelines and templates	CGFS	MGCS	Completed	BAU	Gov & Corp Services	NA
		G02.06	Intergrate Vision into Corportae Plan Document	CGFS	DCGFS	Completed	BAU	Gov & Corp Services	NA
		G02.07	Commence process for new Corporate Plan post 2020 election	CGFS	DCGFS	IN Progress. Bridging document being prepared for new coprorate plan	Project	Gov & Corp Services	Gov & Corp Services
G03	Strategic financial management	G03.01	Develop and adopt comprehensive financial planning model	CGFS	MFS	Completed	BAU	Finance	Finance
		G03.02	Critically revise relevant policies	CGFS	DCGFS	Completed	BAU	Finance	NA
		G03.03	Integrate financial plan with asset management plans	CGFS	MFS	In progress. Initial strategic asset management plan to be referenced in 2021/22 budgeting cycle	BAU	Finance	Finance
		G03.04	Establish improved sustainability reporting regime including external periodic review	CGFS	MFS	Completed. Continuing through regular budget processes.	BAU	Finance	Finance

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Number	Title	Action #	Action	Directorate	Custodian	Status	BAU/Project	Department	Business Plan/AOP
		G03.05	Identify initiatives to diversify revenue and contain costs	CGFS	DCGFS	Completed. Revenue sources reviewed through budget process, along with monitoring expenses against Long term financial forecast (LTFF) and justification as a zero based budget. Continuing through regular budget processes.	BAU	Finance	Finance
G04	Asset management	G04.01	Appoint dedicated Enterprise Asset Manager reporting to Director Corporate Governance and Financial Services	CGFS	DCGFS	Completed	Project	SAM	NA
		G04.02	Revise and reset project plan for establishment of enterprise asset management	CGFS	SAM	Completed	Project	SAM	NA
		G04.03	Define and demarcate roles of Enterprise Asset Manager, Asset Custodians and Asset Users (including service providers and program managers)	OCEO	CEO	Work in progress. Delay due to prioritisation of PAG process for budgeting	Project	SAM	NA
		G04.04	Establish an Asset Management Group to facilitate ongoing discussion with Asset Custodians	CGFS	DCGFS	Completed	Project	SAM	NA
G05	Risk management	G05.01	Finalise Risk Management Framework and Policy	CGFS	MGCS	Completed	BAU	Gov & Corp Services	Gov & Corp Services
		G05.02	Establish strategic and operational risk registers	CGFS	MGCS	Completed	BAU	Gov & Corp Services	Gov & Corp Services
		G05.03	Establish risk management procedures and reporting regime	CGFS	MGCS	In Progress	BAU	Gov & Corp Services	Gov & Corp Services
		G05.04	Adopt hierarchy of operational risk registers and incorporate into business plans	CGFS	MGCS	Completed. Embedding culture into organisation	BAU	Gov & Corp Services	Gov & Corp Services
G06	Organisational performance management	G06.01	Establish organisational performance management framework	OCEO	CEO	Completed. Evolving Program	BAU	CEO	
		G06.02	Implement high level organisational performance reporting	OCEO	CEO	In progress	BAU	Gov & Corp Services	Gov & Corp Services
		G06.03	Integrate organisational performance reporting with Senior Officers performance management system	OCEO	CEO	Completed	BAU	CEO	PP
G07	Committee system	G07.01	Establish Standing Committees with scope aligned to Directorates	OCEO	CEO	Completed	BAU	CEO	
		G07.02	Abandon existing Advisory Committees	OCEO	CEO	Completed	Project	CEO	NA
		G07.03	Establish specific purpose finite term Advisory Committees as required	OCEO	CEO	Completed	Project	CEO	NA
		G07.04	Rationalise calendar of other sessions including Strategic Planning Days and Briefing Session to reduce frequency of non-statutory meetings	OCEO	CEO	Completed	Project	CEO	NA
		G07.05	Appoint four Councillors in each Standing Committee including the Mayor (ex-officio)	OCEO	CEO	Completed	Project	CEO	NA
G08	Reporting and agenda development	G08.01	Refine existing new agenda review process to include Committee agenda development	OCEO	CEO	Completed	Project	CEO	NA
		G08.02	Establish report-writing guidelines	CGFS	MCGS	Completed	Project	CEO	NA
		G08.03	Rationalise and simplify existing agenda template	OCEO	CEO	Completed	Project	CEO	NA
		G08.04	Establish complimentary format for presenting "information" reports to Committees	OCEO	CEO	Completed.	Project	CEO	NA
		G08.05	Establish dedicated portal for Elected Members and senior Officers to host distribution of agenda's, corporate documents, registers and other information	OCEO	DCGFS	Completed	BAU - ongoing/regular updating	OCEO/Gov & Corp Services	OCEO/Gov & Corp Services

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Number	Title	Action #	Action	Directorate	Custodian	Status	BAU/Project	Department	Business Plan/AOP
G09	Standing Orders	G09.01	Facilitate production of new Local Law (Standing Orders)	CGFS	MGCS	No longer required. Adopted new model documents prepared by State Government			
G10	Governance-operations interface	G10.01	Establish new Councillor Support Policy outlining the facilities and services that are available to support Elected Members	OCEO	CEO	Completed	BAU	CEO	NA
		G10.02	Further develop Councillor Help Desk processes and integrate with Customer Service and Workflow systems	OCEO	CEO	Completed	BAU	CEO	NA
		G10.03	Adopt statutory Guidelines for Acceptable Requests including directory for use by Councillors in determining which Officer to contact	OCEO	CEO	Completed	BAU	CEO	NA
		G10.04	Establish protocols for building and maintaining trust and teamwork involving Councillors and Senior Officers	OCEO	CEO	Completed	BAU	CEO	NA
G11	Audit	G11.01	Revise membership of Audit and Risk Management Committee to include a second independent skills based appointment	CGFS	MCGS	Completed. Annual review as part of Work Plan on review of Policies and Charter. Noting a Self Assessment is completed annually	BAU	Gov & Corp Services	NA
		G11.02	Prior to end of existing contract advertise for new positions of Internal Auditor and Audit Assistant and if suitably skilled applicants are available, appoint them in lieu of the existing external contract services	OCEO	CEO	Completed	BAU	Gov & Corp Services	Gov & Corp Services
		G11.03	Adopt annual Internal Audit Programs with stronger relevance to strategic and operational risk registers	CGFS	MCGS	Completed	BAU	Gov & Corp Services	Gov & Corp Services
		G11.04	Revise internal audit process to ensure that management responses to audits are holistic, achievable and committed	CGFS	MCGS	Completed	BAU	Gov & Corp Services	Gov & Corp Services
G12	Economic development	G12.01	Adopt new Economic Development Strategy, Local Business Support Strategy and Tourism strategy	PECS	MEDC	Completed	BAU	Economy & Prosperity	Economy & Prosperity
		G12.02	Critically review resource allocation to ensure strategies are achievable	PECS	DPECS	Completed	Project	PECS	NA
		G12.03	Establish agreements with regional organisations regarding demarcation and compatibility protocols	PECS	MEDC	Completed and ongoing by virtue of the strategic plans that have been adopted by all relevant organisations	Project	PECS	NA
		G12.04	Establish local task-force as and when required for cooperative approach to exploiting significant economic opportunities involving private sector and community leaders eg Galilee Basin	OCEO	CEO	Completed. Ongoing advocacy work through the Greater Whitsunday Council of Mayors.	BAU	OCEO	NA
		G12.05	Revise and re-activate adopted Adani Community Engagement Framework	PECS	MEDC	Completed	BAU	OCEO	NA
		G12.06	Undertake research to identify economic triggers for intervention in housing, labour, supply and other impacts of escalated economic activity in the resources and renewable energy resources	PECS	DPECS	Completed	BAU	Economy & Prosperity	Economy & Prosperity
G13	Climate change	G13.01	Adopt Climate Change Policy	PECS	DPECS	In Progress for 2020-21	Project	Liveability & Sustainability	ODPECS
		G13.02	Adopt Climate Change Mitigation Strategy	PECS	DPECS	In Progress for 2020-21	Project	Liveability & Sustainability	ODPECS
		G13.03	Adopt Climate Change Adaptation Strategy	PECS	DPECS	In Progress for 2020-21	Project	Liveability & Sustainability	ODPECS

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Number	Title	Action #	Action	Directorate	Custodian	Status	BAU/Project	Department	Business Plan/AOP
		G13.04	Critically review resource allocation to ensure strategies are achievable	PECS	DPECS	Completed	Project	Liveability & Sustainability	NA
G14	Biodiversity	G14.01	Adopt Biodiversity Policy	PECS	DPECS	Completed, Council adopted the Biosecurity Plan in January 2020	Project	Liveability & Sustainability	NA
		G14.02	Adopt Pest Management Strategy and prioritised program	PECS	MES	Completed, included in the Biosecurity Plan	Project	Liveability & Sustainability	Liveability & Sustainability
		G14.03	Adopt Biodiversity Risk Register and Strategy	PECS	MES	Completed, included in the Biosecurity Plan	Project	Liveability & Sustainability	Liveability & Sustainability
		G14.04	Critically review resource allocation to ensure strategies are achievable	PECS	DPECS	Completed	Project	Liveability & Sustainability	Liveability & Sustainability
		G14.05	Facilitate greater collaboration between relevant units in relation to pest and weed management.	PECS	MES	Completed	Project	Liveability & Sustainability	Liveability & Sustainability
G15	Advocacy	G15.01	Prepare "Priority Projects Prospectus" document for future government funding opportunities	OCEO	CEO	Completed. Rolling Advocacy Plan ongoing	BAU	OCEO	OCEO
		G15.02	Critically review broader Advocacy Strategy	OCEO	CEO	Completed. Rolling Advocacy Plan ongoing	BAU	OCEO	OCEO
		G15.03	Establish a rolling Advocacy Plan on a quarterly basis	OCEO	CEO	Completed. Rolling Advocacy Plan ongoing	BAU	OCEO	OCEO
G16	Controlled Entities – Moranbah Early Learning Centre P/L	G16.01	Define all interdependencies and analyse risks, costs and benefits of each	CGFS	DCGFS	Completed	Project	OCEO	NA
		G16.02	Examine options of internalisation or full separation (and/or privatisation) in consultation with MELC Board, staff and clients	OCEO	CEO	Completed	Project	OCEO	NA
		G16.03	Determine the need for structural change	OCEO	CEO	Completed	Project	OCEO	NA
		G16.04	Re-define desired strategic objectives from IRC perspective	OCEO	CEO	Completed	Project	OCEO	NA
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	OCEO	CEO	In progress	Project	OCEO	NA
		G17.02	Re-define desired strategic objectives from IRC perspective	OCEO	CEO	In progress	Project	OCEO	NA
		G17.03	Consider synergies with IRC, State Government and private sector property portfolios	OCEO	CEO	Ongoing. Being considered as part of Land Development Advisory Committee Work Plan	Project	OCEO	NA
		G17.04	Establish and implement strategic plan	OCEO	CEO	In progress by Isaac Affordable Housing Trust Board	Project	OCEO	NA
G18	Community engagement	G18.01	Establish Community Engagement Policy	PECS	DPECS	Completed	BAU	Engaged Communities	NA
		G18.02	Adopt Community Engagement Guidelines including contemporary alternatives	PECS	DPECS	Completed	BAU	Engaged Communities	NA
		G18.03	Specifically adopt program of periodic engagement activities to replace Roundtable Community Meetings	PECS	DPECS	Completed. Implemented rotation of Council meetings throughout region.	BAU	Engaged Communities	Engaged Communities
		G18.04	Critically review effectiveness and currency of on-line engagement media	CGFS	MBMC	Completed	BAU	BMC	BMC
		G19.01	Review past agreements and strategies	PECS	DPECS	Completed	BAU	Liveability & Sustainability	Liveability & Sustainability
		G19.02	Adopt Indigenous Relations policy	PECS	DPECS	In Progress	Project	Liveability & Sustainability	Liveability & Sustainability

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Number	Title	Action #	Action	Directorate	Custodian	Status	BAU/Project	Department	Business Plan/AOP
G19	Indigenous relations	G19.03	Undertake engagement with representative elders and organisations and develop Memoranda of Understanding	OCEO	CEO	Completed. 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	Project	Liveability & Sustainability	Liveability & Sustainability
		G19.04	Develop a Reconciliation Action Plan	PECS	DPECS	In Progress. 2020-21 Project	Project	Liveability & Sustainability	Liveability & Sustainability
G20	Corporate stakeholder relations	G20.01	Adopt Corporate Stakeholders Engagement policy	OCEO	CEO	Completed	BAU	Engaged Communities	BAU
		G20.02	Develop engagement strategies for each major corporate stakeholder	OCEO	CEO	Completed for two major stakeholders. Underway for a third.	Project	OCEO	OCEO
		G20.03	Establish Memorandum of Understanding giving effect to engagement strategies with each major corporate stakeholder	OCEO	CEO	Not intended to be pursured	Project	OCEO	OCEO
		G20.04	Establish process for development of Special Charge proposals including communication with relevant stakeholders	OCEO	CEO	Completed. Partnership approach pursued instead	Project	OCEO	OCEO
G21	Critical Instruments	G21.01	Collate readily available existing critical instruments	CGFS	MCGS	In progress	Project	Gov & Corp Services	Gov & Corp Services
		G21.02	Define critical instruments for inclusion in register	CGFS	DCGFS	In progress	Project	Gov & Corp Services	Gov & Corp Services
		G21.03	Identify gaps in critical instruments register	CGFS	MCGS	In progress	Project	Gov & Corp Services	Gov & Corp Services
		G21.04	Research archival evidence of missing critical instruments	CGFS	MCGS	In progress	Project	Gov & Corp Services	Gov & Corp Services
		G21.05	The original plan included 21.01-21.04 and the ELT Re-Set documents the addition of 21.06 however no evidence can be found of a 21.05.			Numbering error which missed 21.05			
		G21.06	Establish Legal Action Register	CGFS	MCGS	Completed	BAU	Gov & Corp Services	Gov & Corp Services
G22	Statutory compliance	G22.01	Conduct annual statutory compliance audit	CGFS	MCGS & IA	Completed and ongoing	BAU	Gov & Corp Services	Gov & Corp Services
		G22.02	Identify greatest risks in non-compliance	CGFS	DCGFS	Ongoing	BAU	Gov & Corp Services	Gov & Corp Services
		G22.03	Develop strategies to mitigate risk of non-compliance in prioritised risks	CGFS	DCGFS	Ongoing	BAU	Gov & Corp Services	Gov & Corp Services
		G22.04	Implement ISO certified Integrated Management System (IMS) first for water and wastewater business and then explore wider potential application	W&W	DWW	Completed. Waste was accredited in November 2020 and ELT is considering a broader implementation	BAU	WW	WW

Number	Title	Action #	Action	Directorate	Custodian	Completed	Status	BAU/Project	Department	Business Plan/AOP
O01	Organisational structure, workload and resource allocation	O01.01	Conduct critical review of organisational structure to identify gaps, overlaps and under-resourced or over-resourced units	OCEO	CEO	Completed	Completed	Project	OCEO	NA
		O01.02	Subject to result of Water and Wastewater Unit Commercialisation, determine the need for the unit to be a separate Directorate	OCEO	CEO	Completed	Completed	Project	OCEO	NA
		O01.03	Continue critical review of all vacancies before recruiting including personnel engaged as casual, part-time, temporary and by contract	OCEO	CEO	Completed	Completed	Ongoing	PP	NA
		O01.04	Review opportunities for greater integration of property letting functions in relevant directorates.	OCEO	CEO	Completed	Development of Community Tenure & Facilities Advisory Committee and their continued work in progressing issues. PECS Functional Review also consolidated functions	Project	PECS	Community Facilities
		O01.05	Establish working group to identify opportunities for intergrated management of public toilets	PECS	DPECS	Completed	Matter transferred to internal matter for E&I to resolve following structural amendments across that Directorate	Ongoing	E&I	E&I
		O01.06	Identify appropriate unit to undertake land development activities	OCEO	CEO	Completed	This is currently being reviewed under the Land Develoment Advisory Committee. PECS Directoate is asset custodian for vacant developed and undeveloped land	Ongoing	OCEO	PECS
		O01.07	Establish working group to identify opportunities for intergrate management of booking facilities and spaces	PECS	DCGFS	Completed	Protocols in place for common bookings through community hubs with risk based escalations as required	BAU	Engaged Communities	NA
		O01.08	Prepare Transition Plan for transfer of Corporate Properties unit from Planning, Environment and Community Services directorate to Engineering and Infrastructure directorate	E & I	DEI	Completed	Completed	Project	PECS	NA
		O01.09	Prepare Transition Plan for transfer of Waste Management unti from Engineering and Infrastructure directorate to Water and Wastewater directorate	W&W	DW&W	Completed	Completed	Project	WW	NA
O02	Customer contact	O02.01	Conduct major review of customer contact/service	PECS	DPECS	In Progress	PECS Functional Review revisioned how customer contact and frontline services are delivered. Project plans are being prepared for ELT consideration	In progress & Ongoing	Engaged Communities	Engaged Communities
		O02.02	Refine existing customer contact arrangements to optimise service levels and distribute workload	PECS	DPECS	Completed	Completed	BAU	Engaged Communities	Engaged Communities
		O02.03	Strengthen emphasis on use of existing customer service and workflow systems	OCEO	CEO	Ongoing	Customer Relationship Management business model being rolled out	BAU/Project	Engaged Communities	Engaged Communities
		O02.04	Develop and implement social media tool(s) eg Apps to establish responsive and appealing new customer contact avenues in lieu of broader social media platforms use by customers	CGFS	DCGFS	Completed	Completed. Twitter, social media, speak up, Bang the Table and My Community Directory. For regular review to take advantage of new technology	BAU	Brand Media and Communications Engaged Communities	Brand Media and Communications Engaged Communities
O03	Information technology and services	O03.01	Adopt comprehensive IT&S Strategy including review of enterprise architecture, business applications and platforms	CGFS	CIO	Completed	Completed. ICT Strategy developed and ICT Steering Committee established	BAU	Information Systems	Information Systems
		O03.02	Undertake information security audit and mitigate unacceptable risks	CGFS	CIO	Completed	Completed. Cyber security audits undertaken on a regular basis. Essential 8 Security Framework implemented	BAU	Information Systems	Information Systems
		O03.03	Critically review risks in communications network and mitigate unacceptable risks to business continuity	CGFS	CIO	Completed	Completed and an ongoing action	BAU	Information Systems	Information Systems
		O03.04	Establish IT&S Group to engage users and contribute to strategic decisions	CGFS	CIO	Ongoing	Protocols being developed. An organisational wide working group on Office365 opportunites an example. ICT Steering Committee established	BAU	Information Systems	Information Systems

Number	Title	Action #	Action	Directorate	Custodian	Completed	Status	BAU/Project	Department	Business Plan/AOP
		O03.05	Review communications infrastructure to ensure adequate capacity for corporate systems in each workplace	CGFS	CIO	Completed	Completed and an ongoing action	BAU	Information Systems	Information Systems
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	CGFS	DCGFS	Completed	Completed. Project Accountability Gateway Process implemented as part of budget process	BAU	Strategic Asset Management	Strategic Asset Management
		O04.02	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.	CGFS	DCGFS	Completed	Completed. Position created within Strategic Assess Management	BAU	Strategic Asset Management	Strategic Asset Management
		O04.03	Adopt firm reconciliation, close-out and capitalisation procedures	CGFS	DCGFS	Ongoing	Draft Asset Accounting Policy developed and included in for referencing through PAG process. Policy supported by reconciliation, closeout and capitalisation procedures. To be finalised and adtoped by Council early 2021	BAU	Financial Services	Financial Services
		O04.04	Continue to build corporate skills, knowledge capacity to support program and project delivery assurance objective	OCEO	CEO	Ongoing	Ongoing - Asset Management Working Group is appropriate vehicle to build capacty.	BAU	ELT	ELT
		O04.05	Establish a capital program monthly meeting of CEO, Directors, CFO and key personnel, cross directorate	CGFS	DCGFS	Completed	Completed. Capital Project Peer Review undertaken regularly with ELT	BAU	ELT	ELT
		O04.06	Explore the merit of creating a Major Project Delivery unit	OCEO	CEO	Completed	ELT agree with the concept, however further discussions to be held and considered by ELT. However there are other areas of organisational develpoment that are high priority at this time. This approach has been established in three of the four directorates and will be monitored	Project	ELT	ELT
O05	Commercial business activities	O05.01	Critically review merit of and readiness for commercialisation of Water Unit	OCEO	CEO	Completed	Completed	NO further action	WW	WW
		O05.02	If reaffirmed, implement commercialisation of Water Unit including potential structural, policy and operational changes	OCEO	CEO	NA	NA	NA	NA	NA
		O05.03	Review strategic objectives, business plans and resource allocation in Commercial Outcomes Unit	PECS	DPECS	Completed	Completed as per PECS functional review	ongoing	Community Facilities	Community Facilities
		O05.04	Establish guidelines for development of business plans for commercial activities	CGFS	MCGS	Completed	Completed as per annual business plan framework	BAU	NA	NA
O06	Property management	O06.01	Complete property asset inventory and condition assessment and adopt an asset management plan and a maintenance management plan	E & I	MCP	In Progress	Partially Completed. Asset Management Plans being developed as part of the greater Strategic Asset Management Plans	BAU	Corporate Properties	Corporate Properties
		O06.02	Identify property available for commercial purpose (ie other than employee housing) and determine opportunity for disposal and/or leasing	E & I	MCP	Ongoing	Ongoing. Council identified that with the strongly cyclical nature of the local economy that it is an essential business continuity need to maintain an appropriate housing portfolio	BAU	Corporate Properties	Corporate Properties
		O06.03	Liaise with State Government and corporate entities holding significant housing property portfolios to establish longer term housing strategy for each town	OCEO	CEO	Completed	Major mining houses, accommodation providers and property developers have been engaged by Land Development Advisory Committee	BAU/Ongoing	Liveabilty & Sustainability	Liveabilty & Sustainability
		O06.04	Critically review community facility lease policy	PECS	MCF	Completed	Completed review. Oversight by Community Facility and Tenure Steering Committee, draft new Policy to be finalised 2020/21	BAU	Community Facilities	Community Facilities
		O06.05	Identify derelict building stock and develop strategy for re-purposing or demolition	E & I	MCP	In Progress	In progress as part of asset management plans	BAU	Community Properties	Community Properties

Number	Title	Action #	Action	Directorate	Custodian	Completed	Status	BAU/Project	Department	Business Plan/AOP
O07	Regulatory compliance management	O07.01	Review all major regulatory roles and clearly establish the priorities for allocation of enforcement resources	PECS	DPECS	Completed	Completed as part of PECS Functional review	BAU	NA	NA
		O07.02	Adopt enforcement regime matrix to clearly define the levels of enforcement (education through to legal action) and the appropriate triggers for escalation	PECS	MES	Completed	Community Education & Compliance Policy adopted. First of five strategies has been adopted and balance of strategies to be completed by 2022	BAU	Community Education & Compliance	Community Education & Compliance
		O07.03	Critically review the current approach to land use and development compliance management particularly unauthorised development and condition enforcement	PECS	MPLD	Completed	A dedicated function has been created within the Community Education and Compliance Department to deliver this in line with the regulatory reset	BAU	Community Education & Compliance	Community Education & Compliance
		O07.04	Systematically review all Local Laws to determine relevance and adequacy	OCEO	CEO	In Progress	IN progress	BUA	Community Education & Compliance	Community Education & Compliance
		O07.05	Establish a Development Assessment Panel to collaborativly review development applications involving relevant asset custodians	PECS	MLD	Completed	Panel terms of reference have been approved and first meeting is imminent	BAU	ODPECS	ODPECS
O08	Water and wastewater infrastructure	O08.01	Adopt Total Water Cycle Plan and Strategic Asset Management Plan for each community	W&W	DW&W	Completed	Adopt Total Water Cycle Plan completed and adopted and Strategic Asset Management Plan for each community under development	Project/BAU	Water	Water
		O08.02	Adopt Maintenance Management Plan for water and wastewater assets with express objective to shift focus from reactive to pro-active maintenance	W&W	DW&W	Completed	Completed	BAU	Water & Wastewater	Water & Wastewater
		O08.03	Consolidate all water supply arrangements and address all supply security deficiencies	W&W	DW&W	Ongoing	Council resolved to seek the development of a Water Supply Strategy, other agreements with resource sector being finalised. Captured as an ongoing program in the Annual Performance Plan	BAU	Water & Wastewater	Water & Wastewater
		O08.04	Critically review merit of and readiness for implementation of two-part tariff and full cost pricing	OCEO	CEO	Completed	Completed	BAU	Water & Wastewater	Water & Wastewater
		O08.05	Critically review system monitoring and control risks and install network metering and SCADA infrastructure	W&W	DW&W	Completed	Completed. SCADA cyber security audit and SCADA tech support in place in October 2018.	BAU	Water & Wastewater	Water & Wastewater
		O08.06	Critically review demand management arrangements including application of water restrictions	W&W	DW&W	Completed	Completed	BAU	Water & Wastewater	Water & Wastewater
		O08.07	Adopt dam integrity and safety management program to mitigate risks	W&W	DW&W	Completed	Dam Safety Plan completed	BAU	Water & Wastewater	Water & Wastewater
		O08.08	Adopt water supply network pressure and leak management program to reduce system losses	W&W	DW&W	Completed	Completed. System Leak Management Strategy. Program implement and ongoing	BAU	Water & Wastewater	Water & Wastewater
		O08.09	Negotiate bulk water supply agreements	W&W	DW&W	Ongoing	Implemented new Preferred Suplier Agreement in Moranbah in December 2020. Anglo American agreement in Middlemount and Moranbah to be completed during 2021. Captured as an ongoing program in the Annual Performance Plan	BAU	Water & Wastewater	Water & Wastewater
		O08.10	Create new Manager Water Planning and Technical Services position	W&W	DW&W	Completed	Completed	Project	Water & Wastewater	NA
		O08.11	Establish effluent re-use Master Plan for each town	W&W	DW&W	Completed	Completed	BAU	Water & Wastewater	Water & Wastewater
O09	Road infrastructure (main roads)	O09.01	Continue to advocate to State and Commonwealth Governments for capital funding to address deficiencies	OCEO	CEO	Completed	Completed and ongoing	BAU	OCEO	OCEO
		O09.02	Negotiate with State Government to include appropriate special conditions in the RMPC to ensure exposure to risk is acceptable	E & I	DEI	Completed	Completed and ongoing	BAU	Infrastructure	Infrastructure
		O09.03	Advocate to State and Commonwealth Government for capital funding for main road and highway upgrades required to service major mining projects (eg Carmichael mine)	OCEO	CEO	Completed	Completed and ongoing	BAU	OCEO	OCEO

Number	Title	Action #	Action	Directorate	Custodian	Completed	Status	BAU/Project	Department	Business Plan/AOP
		O09.04	Negotiate with State Government to reclassify roads directly servicing major projects as Main roads (eg Boundary Road servicing Carmichael mine)	OCEO	CEO	Completed	Ongoing advocacy to the state failed to see the road become state controlled. As an alternative council has negotiated innovative provisions into the infrastructure agreement to protect ratepayers	BAU	OCEO	OCEO
O10	Road infrastructure (local roads)	O10.01	Adopt Strategic Asset Management Plans for urban and rural road networks and associated structures	E & I	MIPTS	In Progress	Partialy Completed. Road Investment Strategy Document has been adopted by Council. Manager IPTS and Manager IPR 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 ARRB	BAU	Infrastructure	Infrastructure
		O10.02	Adopt service level based Maintenance Management Plan for road assets with clearly defined intervention levels	E & I	MIPTS	In Progress	In progress.	BAU	Infrastructure	Infrastructure
		O10.03	Adopt structural integrity based Maintenance Management Plans for all road structures including bridges culverts and crossings	E & I	MIPTS	Completed	Maintenance Management Plans for Bridges completed Regional Floodways Program has been established.	BAU	Infrastructure	Infrastructure
		O10.04	Adopt Mitigation Strategy for recurring impacts of flooding on road assets	E & I	MIPTS	Completed	Complete Resilience - A Transport Network Strategy was endorsed by Council in August 2018.	BAU	Infrastructure	Infrastructure
		O10.05	Adopt roadside vegetation management strategy	E & I	MIPTS	In progress	Draft document prepared for stakeholder feedback, To be adopted 2020/21	BAU	Infrastructure	Infrastructure
		O10.06	Reinstate position of Manager Infrastructure, Planning and Technical Services	E & I	DEI	Completed	Completed	Project	E&I	NA
O11	Pavement materials supply - pits	O11.01	Complete inventory, condition assessment and compliance status for all pits	E & I	MI	Completed	Completed	Project/BAU	IPTS	IPTS
		O11.02	Adopt pit remediation strategy to address compliance risks	E & I	MIPTS	Completed	Completed. A Quarry Management Plan for IRC Quarries have been finalised	Project/BAU	IPTS	IPTS
		O11.03	Establish procedures for pavement materials supply including commercial arrangements, approvals and compliance, and logistical supply aspects	E & I	MI	Completed	Completed. Material requirements for construction and re-sheeting have been established. Active and Inactive pits have all been identified. Register in place including catchment areas for each pit / road.	Project/BAU	IPTS	IPTS
O12	Changes in demand for community services and facilities.	O12.01	Adopt Social Infrastructure strategy	PECS	MEDC	Completed	Policy adopted December 2020	Project	Liveabilty & Sustainability	NA
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	OCEO	CEO	Completed	Completed. Operational Human Resource Distribution Policy adopted	BAU	OCEO	OCEO
		O13.02	Establish travel management system to plan and monitor travelling to mitigate risks and improve efficiency	E & I	MPFW	Completed	Completed	BAU	Corporate Properties	Corporate Properties
		O13.03	Undertake critical review of primary workplace location for all vacancies and new positions prior to recruitment	OCEO	MPP	Completed	Completed. Incorporated in recruitment process	BAU	PP	PP
		O13.04	Promote and facilitate greater use of teleconferencing and videoconferencing	CGFS	DCGFS	Completed	Rolling out functionality across regional offices. COVID response has proven effective	BAU	Information Systems	Information Systems
O14	Overtime and work patterns	O14.01	Include issue of work patterns in EBA negotiations	OCEO	MPP	Completed	Completed	BAU	PP	PP
		O14.02	Critically consider opportunity for increased overtime during budget development	CGFS	DCGFS	Completed	Completed.	NA	NA	NA
		O14.03	Within budget utilise overtime where beneficial for employee and plant productivity and/or service standards	E & I	DEI	Completed	Completed	BAU	All	All

Number	Title	Action #	Action	Directorate	Custodian	Completed	Status	BAU/Project	Department	Business Plan/AOP
O15	Financial management – expenditure	O15.01	Critically review cost control reporting	CGFS	MFS	Completed	Improved reporting is now base standard	BAU	Financial Services	Financial Services
		O15.02	Establish program to encourage and reward initiatives resulting in cost savings	OCEO	CEO	Ongoing	Not commenced, however other initiatives progressing in budget preparations. Project identified following staff survey for MLT to progress	Ongoing	OCEO	OCEO
		O15.03	Establish program to monitor and manage non-compliant procurement (requisitioning phase)	CGFS	MC&P	Completed	Completed. Oversight by Review Group with regular reporting to Audit & Risk, ELT and Committee/Council Further refinement to reporting plans following current	BAU	Contracts & Procurement	Contracts & Procurement
		O15.04	Establish monitoring and reporting regime for expenditure on consultants, consumables and other critical categories of materials and services	CGFS	MFS	Completed	Completed	BAU	Financial Services	Financial Services
O16	Financial management - revenue	O16.01	Undertake benchmarking of counterpart Councils to inform setting of rates, charges and fees	CGFS	MFS	Completed	Completed	BAU	Financial Services	Financial Services
		O16.02	Critically review affordability of rates and charges	OCEO	CEO	Completed	Completed	BAU	Financial Services	Financial Services
		O16.03	Authorise CEO to vary fees and charges when extenuating circumstance exist.	OCEO	CEO	Completed	Completed. Policy adopted	BAU	Financial Services	Financial Services
		O16.04	Continue to improve debt collection process	CGFS	MFS	Completed	Completed	BAU	Financial Services	Financial Services
		O16.05	Critically review rates categorisation of fringe urban properties	CGFS	MFS	Completed	Completed	BAU	Financial Services	Financial Services
O17	External funding	O17.01	Establish external grants register to monitor progress of grant applications from application to acquittal	OCEO	OCEO	In Progress	Partially completed. Project being reinvigorated through OCEO	Project	OCEO	OCEO
		O17.02	Establish procedures for developing and submitting grant applications including standardisation of data inputs	OCEO	OCEO	In Progress	Partially completed. Project to be reinvigorated through OCEO	Project	OCEO	OCEO
		O17.03	Conduct periodic program to raise awareness of grant opportunities and skills of grants application writers.	OCEO	OCEO	In Progress	Partially completed. Project being reinvigorated through OCEO	Project	OCEO	OCEO
O18	Payroll management	O18.01	Complete transitional application of TechOne payroll module	CGFS	DCGFS	Completed	Completed	Project	Financial Services	Financial Services
O19	Delegations and authorisations	O19.01	Critically review and rationalise delegations from Council to CEO including conditions of delegation where appropriate	CGFS	MCGS	Completed	Completed and ongoing	BAU	Governance & Corporate Services	Governance & Corporate Services
		O19.02	Continue development of Delegations register (CEO to employees)	CGFS	MCGS	In Progress	In progress	Project/BAU	Governance & Corporate Services	Governance & Corporate Services
		O19.03	Critically review all statutory authorisations and address deficiencies	CGFS	MCGS	Ongoing	In progress	Project/BAU	Governance & Corporate Services	Governance & Corporate Services
		O19.04	Review compliance with authorisation obligations (eg identification cards)	CGFS	MCGS	Completed	Completed. Policy updated, new procedure in place. Centralised to Governance & Corporate Services, inlcuding point of truth Regsiter	BAU	Governance & Corporate Services	Governance & Corporate Services
O20	Procurement	O20.01	Continue program of employee awareness of procurement process and compliance obligations	CGFS	MC&P	Completed	Ongoing requirement to ensure awareness and training is maintained	BAU	Contracts & Procurement	Contracts & Procurement
		O20.02	Complete Preferred Supplier arrangements	CGFS	MC&P	Completed	Completed	BAU	Contracts & Procurement	Contracts & Procurement

Number	Title	Action #	Action	Directorate	Custodian	Completed	Status	BAU/Project	Department	Business Plan/AOP
		O20.03	Identify TechOne functionality that can be activated to improve procurement diligence (eg contractor WHS compliance)	CGFS	CIO	Completed	Ongoing. SMART implemented and evolving	BAU	Contracts & Procurement	Contracts & Procurement
		O20.04	Establish procedures and awareness for separation of procurement roles	CGFS	DCGFS	Completed	Completed	BAU	Contracts & Procurement	Contracts & Procurement
		O20.05	Adopt strong and consistent management approach to eliminate non-compliant procurement practices (eg post-dated Purchase Orders, open Purchase Orders, Purchase Order splitting etc)	OCEO	CEO	Completed	Completed. Ongoing requirement to ensure awareness and training provided	BAU	Contracts & Procurement	Contracts & Procurement
		O20.06	Critically review distribution, use and acquittal of purchase cards and credit cards	CGFS	MFS	Completed	Completed. Ongoing requirement to ensure awareness and training provided	BAU	Contracts & Procurement	Contracts & Procurement
		O20.07	Establish and increase awareness of financial delegations	CGFS	MCGS	Completed	Completed. Ongoing requirement to ensure awareness	BAU	Governance & Corporate Services	Governance & Corporate Services
		O20.08	Establish monitoring and reporting arrangements to prevent procurement non-compliance (eg expenditure exceeding statutory thresholds)	CGFS	MFS	Completed	Completed. Ongoing requirement to ensure awareness and training provided	BAU	Contracts & Procurement	Contracts & Procurement
		O20.09	Develop strategic procurement framework	CGFS	MC&P	In Progress	IN progress. Corporate draft being finalised for consideration. Some Directorates have developed their own for specific needs	Project	Contracts & Procurement	Contracts & Procurement
O21	Records management	O21.01	Conduct an audit of records management compliance	CGFS	CIO	Completed	Ongoing requirement for compliance purposes	Project/BAU	Information Systems	Information Systems
		O21.02	Establish employee awareness campaign regarding compliance and good practice obligations	CGFS	CIO	Ongoing	Completed. Ongoing requirement to ensure awareness	BAU	Information Systems	Information Systems
		O21.03	Establish reporting regime to monitor records management practices	CGFS	CIO	Ongoing	Ongoing program to ensure compliance	BAU	Information Systems	Information Systems
		O21.04	Develop incentives for good records management	CGFS	CIO	Ongoing	Ongoing program to ensure compliance	BAU	Information Systems	Information Systems
O22	Internal communication	O22.01	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.	CGFS	MBMC	Completed	Completed	BAU	All	All
		O22.02	Continue visitation by CEO, Directors and others to all workplaces	OCEO	CEO	Completed	Completed	BAU	ELT	ELT
		O22.03	Continue to vary venue for management meetings around towns and include sessions for Managers to socialise with staff at those venues.	OCEO	CEO	Completed	Completed	BAU	MLT	MLT
		O22.04	Conduct a program to raise awareness and encourage personal communication (telephone or in person) in lieu of electronic communication (emails).	CGFS	MBMC	Ongoing	Completed and ongoing awareness to implement these practices. Linked to culture intiatiaves	BAU	All	All
		O22.05	Establish clear guidelines for use of internal media (eg global emails, noticeboards, intranet etc)	CGFS	MBMC	Completed	Completed	BAU	BMC	NA
		O22.06	Critically review internal communication media and objectives to explore additional improvements	CGFS	MBMC	Completed	Completed	BAU	BMC	BMC
O23	Disaster management	O23.01	Implement recommendations of IGEM audit	CGFS	DCGFS	Completed	Completed.	BAU	Organisational Safety	Organisational Safety
O24	Business continuity	O24.01	Adopt a Business Continuity Plan	CGFS	DCGFS	In Progress	IN progress. To be delivered 2020-21	Project	Governance & Corporate Services	Governance & Corporate Services

Isaac Regional Council
Organisation Development Plan
Planning and Reporting Framework

Number	Title	Action #	Action	Directorate	Custodian	Completed	Status	BAU/Project	Department	Business Plan/AOP
O25	Place Management	O25.01	Review existing Place Management model and when vacancies arise review position Descriptions	PECS	DPECS	Completed	Completed	BAU	PP	NA
O26	Essential Service Platforms	O26.01	Gather data and develop advocacy plan to lobby governments and service prviders	OCEO	Senior Advisor	Ongoing	Ongoing. Refers to several other ODP Acions	BAU	OCEO	OCEO

Number	Title	Action #	Action	Directorate	Custodian	Completed	Status	BAU/Project	Department	Business Plan/AOP
P01	Workplace health and safety – employee commitment and compliance	P01.01	Appoint Safety Awareness Officer position for 12 months to boost awareness	CGFS	MOS	Completed	Completed	Project/BAU	Organisational Safety	NA
		P01.02	Reinforce safety responsibility and accountability mechanisms	CGFS	DCGFS	Completed	Completed	Project/BAU	Organisational Safety	Organisational Safety
		P01.03	Critically review the process for incident reporting and corrective action close-out	CGFS	MOS	Completed	Completed	Project/BAU	Organisational Safety	Organisational Safety
P02	Workplace health and safety – committee system	P02.01	Establish location based WHS sub-committes with elected representatives from each workplace within the area	CGFS	MOS	Completed	Completed	Project/BAU	Organisational Safety	Organisational Safety
		P02.02	Establish an umbrella WHS committee comprising CEO, Directors and sub-committee representatives	OCEO	CEO	Completed	Completed	Project/BAU	Organisational Safety	Organisational Safety
		P02.03	Re-create lag and lead safety indicator reporting to committees (eg Safe Act Observations)	CGFS	MOS	Completed	Completed	Project/BAU	Organisational Safety	Organisational Safety
P03	Leadership	P03.01	Adopt Leadership Framework empowering all levels of leadership (not only senior management) within an accountability context and as it relates to Teamwork	OCEO	MPP	Completed	Completed. Leadership Framework Adopted and implemented	Project/BAU	People & Performance	People & Performance
		P03.02	Adopt "Model Traits of Leaders" guideline and promote model behaviour	OCEO	MPP	Completed	Completed. ELT reset Do's and Don'ts that were communicated to the organisation. Incorporated in Leadership Framework	Project/BAU	People & Performance	NA
		P03.03	Facilitate leadership inspiration by promoting case studies (internal and external)	OCEO	MPP	Completed	Completed. Leadership Framework Program adopted and rolled out. Supporting programs include Lunch and Learn and case studies and tips/hints on Councils IRIS page for all staff.	Project/BAU	People & Performance	People & Performance
		P03.04	Explore initiatives to develop managers' coaching and mentoring capacity	OCEO	MPP	Completed	Completed 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. Mentoring Program developed and rolled out	Project/BAU	People & Performance	NA
P04	Teamwork	P04.01	Adopt a Teamwork Code and prepare marketing collateral to promote teamwork	OCEO	MPP	IN progress	In Progress. Teamwork Code and inspiration will be reviewed in line with the results from the employee pulse survey and implement.	Project/BAU	People & Performance	People & Performance
		P04.02	Facilitate teamwork inspiration by promoting case studies (internal and external)	OCEO	MPP	Completed	Completed. Incorporated as part of Leadership Program portal on IRIS and MLT updates by Manager P&P	Project/BAU	People & Performance	People & Performance
		P04.03	Facilitate teamwork opportunities between directorates, workplaces and locations	OCEO	MPP	Completed	Completed and ongoing.	Project/BAU	ELT	ELT
P05	Recruitment and retention	P05.01	Establish Exit Interview reporting process to CEO	OCEO	MPP	Completed	Completed	Project/BAU	People & Performance	NA
		P05.02	Critically review departure cause trends and identify potential mitigation initiatives to address trends	OCEO	MPP	Completed	Completed	Project/BAU	People & Performance	NA
		P05.03	Introduce explicit consideration of retention potential and fitness for the role at recruitment	OCEO	MPP	Completed	Completed	Project/BAU	People & Performance	NA
		P05.04	Establish corporate knowledge capture processes	OCEO	MPP	Ongoing	Partially completed. Template/framework Developed, 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).	Project	People & Performance	People & Performance
		P05.05	Implement ongoing promotion of IRC as an employer of choice	CGFS	MBMC	Completed	Completed	Project/BAU	People & Performance	People & Performance
		P05.06	Develop a framework for establishing Standard Operating Procedures and Work Manuals in roles that are critical or are subject to high turnover to improve efficiency of on-boarding and induction	OCEO	MPP	Ongoing	refer P5.04	Project	People & Performance	People & Performance

Number	Title	Action #	Action	Directorate	Custodian	Completed	Status	BAU/Project	Department	Business Plan/AOP
		P05.07	Critically review recruitment processes to reduce timeframes for filling vacant positions specially when the vacancy can be anticipated	OCEO	MPP	Completed	Completed	Project	People & Performance	NA
		P05.08	Critically review on-boarding and induction processes and incorporate a mechanism to identify, capture and carry-over knowledge of the previous incumbent	OCEO	MPP	Completed	A review of the on-boarding and induction processes have been undertaken. A project plan to be developed and submitted for review and endorsment.	Project	People & Performance	People & Performance
		P05.09	Increased emphasis on attraction and retention and more opportunity for "home-grown" recruits eg cadets	OCEO	MPP	Completed	Completed. IRC Graduate Program 2020 launched on 22/01/2020, work experience, school meetings, vacation students and lunch n learn.	Project	People & Performance	People & Performance
		P05.10	Review selection criteria and processes to emphasise value of longevity of tenure	OCEO	MPP	Completed	Completed	Project	People & Performance	All
		P05.11	Develop a package of tangible incentives for enhancement of recruitment and retention	OCEO	MPP	IN progress	Project in progress and pending final report to be prepared for ELT review	Project/BAU	People & Performance	People & Performance
P06	Fellowship	P06.01	Facilitate an annual event involving all employees at the one location	OCEO	CEO	Completed	Completed. Staff Gathering held annually	Project	OCEO	OCEO
P07	Reward and recognition	P07.01	Establish "Great Work" recognition program awarded bi-monthly by CEO based on nominations from employees	OCEO	CEO	Completed	Completed. Regular program embedded in BAU	Project	OCEO	OCEO
		P07.02	Establish "Long and Valued Service" recognition program awarded monthly	OCEO	MPP	Completed	Completed. Regular program embedded in BAU	Project	OCEO	OCEO
		P07.03	Establish "Mayor's Medallion" program annually for recognition of special employee achievements to be presented at annual event (ref P10.1)	OCEO	CEO	Completed	Completed. Held annually and announced at Annual Staff Gathering	Project	OCEO	OCEO
P08	Learning and development	P08.01	Adopt Learning and Development strategy	OCEO	MPP	IN progress	Development of Strategy in progress. Draft developed, pending final review and forwarding to ELT for review for further consultation	Project	People & Performance	People & Performance
		P08.02	Establish corporate training program based on identified needs	OCEO	MPP	IN progress	In progress. Includes development of an annual training calendar	Project	People & Performance	People & Performance
		P08.03	Establish system for managing conference attendances	OCEO	MPP	Completed	Completed	Project	People & Performance	NA
		P08.04	Continue to exploit on-line training opportunities	OCEO	MPP	Completed	Completed	Project	People & Performance	BAU
P09	Employee development and performance management	P09.01	Apply CEO Performance Plan and Assessment model to all Directors and Managers	OCEO	CEO	Completed	Completed.	Project	OCEO	BAU
		P09.02	Ensure that all employees have relevant Position Description with clear reference to WHS responsibilities	OCEO	MPP	Completed	Completed	Project	People & Performance	People & Performance
		P09.03	Establish annual development plan and performance assessment framework for all employees and raise awareness of the importance of this	OCEO	MPP	IN progress	In Progress. Performance Appraisal process for M4 Managers and above completed and in place. Implementing in Certified Agreement for remainder of staff.	Project	People & Performance	People & Performance
		P09.04	Establish opportunities for career path management for aspiring employees	OCEO	MPP	Completed	Completed. Incorporated into coaching and Mentoring program	Project	People & Performance	NA
		P09.05	Critically review disciplinary action processes particularly in relation to compliance and timeframes	OCEO	MPP	Completed	Completed. Strong case management implemented by People & Performance	Project	People & Performance	NA
		P10.01	Review and publish Equal Employment Opportunity Policy	OCEO	MPP	Completed	Completed. Policy updated and adopted	Project	People & Performance	NA

Number	Title	Action #	Action	Directorate	Custodian	Completed	Status	BAU/Project	Department	Business Plan/AOP
P10	Equal Employment Opportunity	P10.02	Identify opportunities for increased number of indigenous and disabled employees using natural attrition and affirmative action in recruitment	OCEO	MPP	Completed	Completed and onging Equal Employment Opportunity Policy reviewed and adopted. Developing an Indigenous Recruitment Strategy	Project/BAU	People & Performance	People & Performance
		P10.03	Establish internal working group to review relevant recommendations from 2004 National Framework for Women in Local Government	OCEO	CEO	Completed	Completed.	Project	People & Performance	NA
P11	Trainees and apprentices	P11.01	Review effectiveness of previous intakes regarding ongoing employment	OCEO	MPP	Completed	Completed.	Project	People & Performance	NA
		P11.02	Establish a Trainees & Apprenticeship Plan with approved roles and increased intake numbers	OCEO	MPP	Completed	Completed.	Project	People & Performance	People & Performance
		P11.03	Review effectiveness of rotational deployment of trainees and apprentices	OCEO	MPP	Completed	Completed.	Project/BAU	People & Performance	NA
		P11.04	Explore opportunities to integrate with local secondary schools	OCEO	MPP	Completed	Completed.	Project/BAU	People & Performance	NA
P12	Ageing workforce	P12.01	Establish opportunities for older staff to mentor and develop junior staff and to share their skills and experience	OCEO	MPP	Completed	Completed. Part of Mentoring Program	Project/BAU	People & Performance	NA
		P12.02	Establish an effective transition into retirement program	OCEO	MPP	Completed	Completed. Policy developed and adopted April 2019 (CORP-POL-060)	Project	People & Performance	NA
		P12.03	Facilitate succession planning where imminent retirements are known	OCEO	MPP	Completed	Completed. Established Framework	Project	People & Performance	NA
P13	Bullying and harassment	P13.01	Actively promote "no tolerance" approach to bullying and harassment	OCEO	CEO	Completed	Completed and ongoing.	Project	People & Performance	NA
		P13.02	Establish counselling and reporting program for victims of bullying and harassment	OCEO	CEO	Completed	Completed. Ongoing promotion of EAP to staff	Project	People & Performance	NA
		P13.03	Conduct training to ensure that the difference between performance management and bullying and harassment is understood	OCEO	MPP	Completed	Completed- Bullying and Harrassment toolbox presentations rolled out in September 2019. Awareness is part of rolling program.	Project/BAU	People & Performance	People & Performance
P14	Senior employee contracts	P14.01	Obviate bonus and break-out day provisions in all new or renewed employment contracts	OCEO	CEO	Completed	Completed.	Project	OCEO	NA
		P14.02	Facilitate voluntary and compensated contract amendment to eliminate bonus provisions in existing employment contracts	OCEO	CEO	Completed	Completed.	Project	OCEO	NA
		P14.03	Monitor use and impact of break-out days to determine merit of facilitating voluntary and compensated contract amendment to eliminate break-out day provisions in existing contracts	OCEO	CEO	Completed	Completed.	Project	OCEO	NA
		P14.04	Explore alternative means by which managers' workloads, stresses and strategic planning needs can be ameliorated	OCEO	MPP	Completed	Completed. Part of Leadership Development Program	Project	OCEO	NA
P15	Employee housing	P15.01	Adopt clear position regarding existing subsidised tenancies being respected	PECS	MCP	Completed	Completed	Project	ELT	NA
		P15.02	Explore possible subsidised rental and own-finance acquisition schemes for surplus housing stock for low wages employees	EI	MCP	NA	Action abondoned due to improved appreciate of cyclical demand for council housing	Project	ELT	NA
		P15.03	Adopt clear position regarding water charges for water efficient houses	PECS	MCP	Completed	Completed.	Project	Corporate Properties	NA
P16	Access to devices	P16.01	Explore cost/benefit of various applications of mobile devices for field operations	CGFS	CIO	Completed	Completed.	Project	Information Services	Information Services
		P16.02	Progress towards universal access to networked computers in all workplaces	CGFS	CIO	Completed	Completed.	BAU	Information Services	Information Services
		P16.03	Improve network links to workplaces currently serviced by sub-optimal arrangements	CGFS	CIO	Completed	Completed.	Project	Information Services	Information Services
		P16.04	Explore merit of dash and personal video recording for employees operating in difficult circumstances	PECS	MCEC	NA	Work undertaken by the Regulatory Reset has identified that there is no pressing need to peruse this	Project	Community Education and Compliance	NA

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		P16.05	Equip all hot-desks to function adequately.	CGFS	CIO	Completed	Completed.	BAU	Information Services	Information Services
P17	Innovation Learning and Collaboration	P17.01	Encouraging staff to think creatively including: a. Reporting back on learning/innovation people have been exposed to b. Knowledge sharing in management and other meetings	OCEO	CEO	IN progress	a. People & Performance lunch n learn. Action in progress and for further consideration on implementation b. Completed for ELT/MLT/OLT	Project	OCEO	OCEO
		P17.02	Develop a clear Administrative Policy on Innovation and Risk Assessment	OCEO	CEO	IN progress	Action in progress and for further consideration on implementation	Project	OCEO	OCEO
		P17.03	Factor bottom-up innovation and Risk Assessment a. Performance agreements b. Business Plans	OCEO	CEO	Completed	Completed.	Project	OCEO	OCEO
		P17.04	Explore opportunities to leverage off GW3 Innovation Project with an innovation event	PECS	DPECS	Completed	Noted that there will not be an innovation event but it will be a transformation project	Project	DPECS	DPECS
P18	Employment Contracting	P18.01	Regularly review employment contracting and report to joint Consultative Committee	OCEO	MPP	Completed	Completed and ongoing. Standing agenda item on JCC on labour hire/consultants	Project	People & Performance	BAU

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W01	National Framework For Women	W01.01	Adopt the National Framework for Women in Local Government	OCEO	CEO	Completed	Project/ongoing	People & Performance	NA
		W01.02	Adopt a statement of commitment and promote	OCEO	CEO	Completed.	Project	People & Performance	NA
		W01.03	Include information and statistics on the implementation of the National Framework for Women in Local Government in the Isaac Regional Council's Annual Report. (Lead Governance and Corporate Services)	OCEO	CEO	Completed	Project	Governance & Corporate Services	NA
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	OCEO	MPP	In progress, as part of current Certified Agreement negotiations - log of claims	Project	People & Performance	People & Performance
		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	OCEO	MPP	Completed - Parental Leave Procedure effective August 2019 - CEO-PRO-072	Project	People & Performance	NA
W03	HR Policies	W03.01	Make changes to the Motor Vehicle Policy - 045 in relation to parental use of commuter vehicles	OCEO	MPP	Completed. Policy updated	Project	People & Performance	NA
		W03.02	Review and update the Children in the Workplace Policy CEO/ADMIN-015 and investigate possible contingencies for care of children at work due to unforeseen circumstances	OCEO	MPP	Completed	Project	People & Performance	NA
		W03.03	Provide private, safe and comfortable space for nursing mothers	OCEO	MPP	Completed	Project	People & Performance	NA
		W04.01	Develop and implement an Organisational Flexibility Strategy	OCEO	CEO	In progress. Flexiblity Framework is being consulted across senior mangement and Council	Project	People & Performance	People & Performance

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W04	Gender Balance HR Strategies & Recruitment Process	W04.02	Review recruitment process to ensure they are not gender biased. - Ensure position descriptions are gender neutral - Ensure recruitment advertising is designed to appeal equally to woman and men - Look at expanding job advertising to outside the Isaac region, harnessing social media platform to attract a diverse talent pool - De-identify resumes and job applications prior to initial assessment - Ensure the interview process is: > Geared toward identifying the most suitable cadidate for the business > Is not supporting affinity bias ("like me") - Takes into consideration and values differing behavioural styles	OCEO	CEO	Completed. Review has been undertaken to review recruitment process to ensure position titles, job descriptions and interview process remains gender neutral. Advertising is undertaken to ensure appeal equally to women and men. HR repesentation on interview panels to support process.	Project	People & Performance	People & Performance
		W04.03	Implement a mentoring program for woman supported by a Human Resources strategy that ensures woman are given fair oppourtinity through succession planning, design and implement a Leadership Talent management Strategy that promotes: - Knowledge Sharing - Learning through doing - Learning through others - Supports diversity through succession planning	OCEO	CEO	Completed. Mentoring program implemented for all staff. Ongoing program	BAU	People & Performance	People & Performance
		W04.04	Develop a culture that is a conductive to equal opportunity and gender balance and values diversity as a strength within the organisation. To effectively deliver a change in culture, consider toolbox education sessions, induction content, regular reviews of Code of Conduct and promoting its importance from the top down	OCEO	CEO	Completed. Ongoing Awareness to encourage embeddment of principles	BAU	CEO	People & Performance
W05	Women in Local Government Advisory Committee	W05.01	Form a new Women in Local Government Advisory Committee post the completion of P10.3.	OCEO	CEO	Completed	ongoing	People & Performance	People & Performance