

NOTICE OF MEETING

Dear Committee Members

You are requested to attend the following meeting of Council.

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

**TO BE HELD ON
TUESDAY 11 AUGUST 2020
COMMENCING AT 1.00PM
COUNCIL CHAMBERS, MORANBAH**

GARY STEVENSON PSM

Chief Executive Officer

DARREN FETTELL

Committee Officer

Director Corporate Governance
and Financial Services

Committee Members:

Cr Jane Pickels (Chair)

Mayor Anne Baker

Cr Sandy Moffat

Cr Lyn Jones

Cr Viv Coleman

LOCAL GOVERNMENT ACT 2009

Chapter 8, Part 2 of the Local Government Regulation 2012

Division 3, Common provisions for local government and committee meetings

Section 275 Closed meetings

- 1) A local government or committee may resolve that a meeting be closed to the public if its councillors or members consider it necessary to close the meeting to discuss—
 - a) the appointment, dismissal or discipline of employees;
 - b) or industrial matters affecting employees; or
 - c) the local government's budget; or
 - d) rating concessions; or
 - e) contracts proposed to be made by it; or
 - f) starting or defending legal proceedings involving the local government; or
 - g) any action to be taken by the local government under the Planning Act, including deciding applications made to it under that Act; or
 - h) other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.
- 2) A resolution that a meeting be closed must state the nature of the matters to be considered while the meeting is closed.
- 3) A local government or committee must not make a resolution (other than a procedural resolution) in a closed meeting.

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

STANDING COMMITTEE MEETING

OF ISAAC REGIONAL COUNCIL

TO BE HELD ON

TUESDAY 11 AUGUST 2020

COUNCIL CHAMBERS, MORANBAH

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

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1. OPENING OF MEETING

2. APOLOGIES

3. DECLARATION OF CONFLICTS OF INTEREST

4. CONFIRMATION OF MINUTES

Corporate, Governance and Financial Services Standing Committee Meeting of Isaac Regional Council held at the Moranbah Community Centre, commencing 1:00pm on Tuesday 14 July 2020.

5. OFFICER REPORTS

5.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT

EXECUTIVE SUMMARY

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

5.2 WORK, HEALTH AND SAFETY UPDATE

EXECUTIVE SUMMARY

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

5.3 2019-20 ANNUAL OPERATIONAL PLAN – 4TH QUARTER PERFORMANCE REPORT

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with the 4th and final quarterly performance report, for period ending 30 June 2020, on the progress towards implementing the 2019-20 Annual Operational Plan

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5.4 MACKAY DISTRICT DISASTER RISK MANAGEMENT PROJECT

EXECUTIVE SUMMARY

Isaac, Mackay and Whitsunday Regional Councils and the Local and District Disaster Management Groups (LDMG / DDMG) are seeking to better understand and manage their emergency and disaster risks by jointly implementing the Queensland Emergency Risk Management Framework (QERMF) through a locally led, regionally coordinated approach.

5.5 NOT-FOR-PROFIT - RATES CONCESSION - REGISTER

EXECUTIVE SUMMARY

As per Resolution No. 5444, Council adopted a 'Rates Concession – Not for Profit' Policy that came into effect on the 1st of July 2018. This report outlines subsequent organisations that have submitted the appropriate documentation and outlines the concession entitlements as per the adopted Policy, along with the updated register.

5.6 CORPORATE GOVERNANCE AND FINANCIAL SERVICES 2020-2021 CAPITAL PROJECTS PROGRAM

EXECUTIVE SUMMARY

This report is to provide an overview of the Corporate Governance and Financial Services 2020/ 2021 Capital Program.

CONFIDENTIAL REPORT – CLOSED SESSION

Closed under s275(1) (e) contracts proposed to be made by it.

5.7 PANEL OF SUPPLIERS FOR THE PROVISION OF PLUMBING SERVICES

EXECUTIVE SUMMARY

The purpose of this report is to recommend the appointment of selected tenderers to a Preferred Supplier Arrangement (PSA) for the Provision of Plumbing Services IRCT2084-1119-163 for Isaac Regional Council.

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CONFIDENTIAL REPORT – CLOSED SESSION

Closed under s275(1) (e) contracts proposed to be made by it.

5.8 PANEL OF SUPPLIERS FOR THE PROVISION OF BUSINESS APPLICATIONS SOLUTIONS CONSULTANTS

EXECUTIVE SUMMARY

The purpose of this report is to recommend the appointment of selected tenderers to a Preferred Supplier Arrangement (PSA) for the Provision of Business Applications Solutions Consultants IRCT2082-0620-187 for Isaac Regional Council.

6. INFORMATION BULLETINS

6.1 CORPORATE, GOVERNANCE AND FINANCIAL SERVICES INFORMATION BULLETIN – AUGUST 2020

EXECUTIVE SUMMARY

The Corporate, Governance and Financial Services Directorate Information Bulletin for August 2020 is provided for Committee review.

6.2 PEOPLE AND PERFORMANCE INFORMATION BULLETIN – AUGUST 2020

EXECUTIVE SUMMARY

The People and Performance Information Bulletin for August 2020 is provided for Committee review.

7. GENERAL BUSINESS

8. CONCLUSION

UNCONFIRMED MINUTES

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

HELD ON
TUESDAY, 14 JULY 2020
COMMENCING AT 1.00PM

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
CORPORATE, GOVERNANCE AND FINANCIAL SERVICES
STANDING COMMITTEE MEETING
HELD AT THE MORANBAH COMMUNITY CENTRE, HALL 2
ON TUESDAY 14 JULY 2020

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ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
CORPORATE, GOVERNANCE AND FINANCIAL SERVICES
STANDING COMMITTEE MEETING
HELD AT THE MORANBAH COMMUNITY CENTRE, HALL 2
ON TUESDAY 14 JULY 2020 COMMENCING AT 1:00PM

ATTENDANCE

Cr Jane Pickels, Division Seven (Chair)
Mayor Anne Baker
Cr Sandy Moffat, Division Two
Cr Lyn Jones, Division Six (*via Video Conference*)
Cr Viv Coleman, Division Eight
Cr Gina Lacey (Observer) (*via Video Conference*)

OFFICERS PRESENT

Mr Gary Stevenson PSM, Chief Executive Officer
Mr Darren Fettell, Director Corporate Governance and Financial Services
Mr Michael Krulic, Manager Financial Services
Mr Alexis Coutts, Manager Organisational Safety
Ms Liza Perrett, Manager Governance and Corporate Services
Mr John Squire, Procurement and Contracts Manager
Mr Alex Staines, Manager Brand, Media and Communications
Mrs Tricia Hughes, Coordinator Executive Support

1. OPENING

The Chair declared the meeting open at 1.01pm and acknowledged the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

Resolution No.: CGFS0511

Moved: Cr Coleman

Seconded: Cr Moffat

That the Corporate, Governance and Financial Services Standing Committee accepts Cr Jones participation in the meeting by videoconference.

Carried

The Chief Executive Officer was not in the meeting room at the commencement of the meeting.

MEETING MINUTES

2. APOLOGIES

No apologies received this meeting.

3. DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interest declared.

4. CONFIRMATION OF MINUTES

Corporate, Governance and Financial Services Standing Committee Meeting of Isaac Regional Council held at Moranbah Community Centre, Hall 2, Moranbah, commencing at 1.00pm on Tuesday 9 June 2020.

Resolution No.: CGFS0512

Moved: Cr Moffat

Seconded: Cr Coleman

That the minutes from the Corporate, Governance and Financial Services Standing Committee meeting held at Moranbah Community Centre, Hall 2, Moranbah, commencing at 1.00pm on Tuesday 9 June 2020 are confirmed.

Carried

ATTENDANCE

Mr Tom Wallwork, Strategic Asset Manager video conferenced into the meeting at 1.10pm.

Mr Gary Stevenson, Chief Executive Officer entered the meeting room at 1.11pm.

That the Committee recommends that Council:

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

Carried

5.3 Burdekin and Haughton Flood Resilience Strategy Project Terms of Reference

EXECUTIVE SUMMARY

Strategy Project which have been provided by Queensland Reconstruction Authority (QRA) and have been endorsed by the Strategy's steering committee. The terms of reference clearly defines the objectives of the project and relationship to the Queensland Strategy for Disaster Resilience (QSDR).

OFFICER'S RECOMMENDATION

That the Committee recommends Council to:

1. ***Note the establishment of the Burdekin and Haughton Flood Resilience Strategy Project and Steering Committee.***
2. ***Endorse the Burdekin and Haughton Flood Resilience Strategy Steering Committee Terms of Reference.***
3. ***Support Council Officers ongoing participation in the Burdekin and Haughton Flood Resilience Strategy Steering Committee.***

Resolution No.: CGFS0515

Moved: Cr Jones

Seconded: Cr Moffat

That the Committee recommends Council to:

1. **Note the establishment of the Burdekin and Haughton Flood Resilience Strategy Project and Steering Committee.**
2. **Endorse the Burdekin and Haughton Flood Resilience Strategy Steering Committee Terms of Reference.**
3. **Support Council Officers ongoing participation in the Burdekin and Haughton Flood Resilience Strategy Steering Committee.**

Carried

5.4 State Emergency Service (SES) Plant for Disposal

EXECUTIVE SUMMARY

This report is to inform Council and seek approval for the disposal of three (3) items of plant that have reached the end of their lifespan. The plant items were supplied by the State Government and ownership transferred to council in accordance with the Memorandum of Understanding (MOU) between State Government acting through Queensland Fire and Emergency Services (QFES).

OFFICER'S RECOMMENDATION

That the Committee recommends to Council:

1. ***The following State Emergency Service (SES) allocated plant be disposed of via auction in accordance with Council's Procurement and Disposal policy (STAT-POL-051).***
 - a. ***QGHB42 Mazda Ex fire truck***
 - b. ***QGHB43 Mazda Ex fire truck***
 - c. ***QGDU26 Mazda Pantec truck***
 - d. ***23221QD SES Horizon Flood Boat Aluminium 4.6m***
 - e. ***AX4051 Belco Boat Trailer***
 - f. ***QG3616 Enclosed old RCR tandem box trailer***
2. ***To authorise the Chief Executive Officer to set reserve prices for auction and determine disposal based on auction results.***
3. ***Funds raised through disposal of these assets be returned to Council for renewal/maintenance for assistance with funding of future plant requirements.***

Resolution No.: CGFS0516

Moved: Cr Coleman

Seconded: Cr Jones

That the Committee recommends to Council:

1. **The following State Emergency Service (SES) allocated plant be disposed of via auction in accordance with Council's Procurement and Disposal policy (STAT-POL-051).**
 - a. **QGHB42 Mazda Ex fire truck**
 - b. **QGHB43 Mazda Ex fire truck**
 - c. **QGDU26 Mazda Pantec truck**

- d. 23221QD SES Horizon Flood Boat Aluminium 4.6m
 - e. AX4051 Belco Boat Trailer
 - f. QG3616 Enclosed old RCR tandem box trailer
2. To authorise the Chief Executive Officer to set reserve prices for auction and determine disposal based on auction results.
 3. Funds raised through disposal of these assets be returned to Council for renewal/maintenance for assistance with funding of future plant requirements.

Carried

5.5 Isaac State Emergency Services (SES) Unit Update

EXECUTIVE SUMMARY

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

OFFICER'S RECOMMENDATION

That the Committee recommends to Council to:

1. *Note the report of the Isaac SES unit status.*
2. *Support advocacy for resource needs for Road Crash Rescue capability, in particular for Nebo - Peak Downs Highway.*

Resolution No.: CGFS0517

Moved: Cr Jones

Seconded: Mayor Baker

That the Committee recommends that Council:

1. Note the report of the Isaac State Emergency Services unit status.
2. Support advocacy for resource needs for Road Crash Rescue capability, in particular for Nebo Peak Downs Highway.

Carried

5.6 Draft 2020-2021 Annual Operational Plan

EXECUTIVE SUMMARY

The purpose of this report is for Council to consider and adopt the draft 2020-2021 Annual Operational Plan.

OFFICER'S RECOMMENDATION

That the Committee recommends to Council:

- 1. Adopt the draft 2020-2021 Annual Operational Plan and delegate authority to the Mayor and Chief Executive Officer to approve administrative changes and finalise the 2020-2021 Annual Operational Plan, no later than 31 July 2020.**

Resolution No.: CGFS0518

Moved: Cr Coleman

Seconded: Cr Moffat

That the Committee recommends that Council:

- 1. Adopt the draft 2020-2021 Annual Operational Plan and delegate authority to the Mayor and Chief Executive Officer to approve administrative changes and finalise the 2020-2021 Annual Operational Plan, no later than 31 July 2020.**

Carried

ATTENDANCE

Mrs Jacki Scott, Manager People and Performance entered the meeting room at 1.55pm.

5.7 Updated Local Preference Policy

EXECUTIVE SUMMARY

The purpose of this report is to propose alterations to the Local Preference Policy PRO-050 and consider the implementation of the amended Policy for a period of 12 months.

OFFICER'S RECOMMENDATION

That the Committee recommends to Council:

- 1. Repeal the current Local Preference Policy (PRO-050).**

MEETING MINUTES

-
- 2. Adopt the amended Local Preference Policy (STAT-POL-086).**
 - 3. Endorse the amended Local Preference Policy to be on a trial basis with a reassessment of the impact of the revised policy in 12 months-time.**

Resolution No.: CGFS0519

Moved: Cr Jones

Seconded: Mayor Baker

That the Committee recommends that Council:

- 1. Repeal the current Local Preference Policy (PRO-050).**
- 2. Adopt the amended Local Preference Policy (STAT-POL-086).**
- 3. Endorse the amended Local Preference Policy to be on a trial basis with a reassessment of the impact of the revised policy in 12 months time.**
- 4. Request that a communication plan is developed that integrates our procurement processes, upcoming works and education awareness of doing business with Isaac Regional Council.**

Carried

Resolution No.: CGFS0520

Moved: Cr Moffat

Seconded: Cr Coleman

That the Corporate, Governance and Financial Services Standing Committee closes the meeting to the public under section 275 (1) (h) to deliberate on Confidential Report 5.8 at 2.03pm.

Carried

Resolution No.: CGFS0521

Moved: Cr Coleman

Seconded: Mayor Baker

That the Corporate, Governance and Financial Services Standing Committee opens the meeting to the public at 2.06pm.

Carried

CONFIDENTIAL REPORT

Closed under s275 (1) (h) other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

5.8 Further Rating Consideration – COVID-19

EXECUTIVE SUMMARY

On Thursday 26 of March 2020, Council adopted the “Rating Consideration – COVID-19” report (Resolution No.: 6554) to provide assistance to the community and local business partners during these uncertain times. It contained 3 recommendations, namely, cease any further debt collection activities, cease charging any interest on overdue rates, and for the Chief Executive Officer to identify and report on any measures to reduce financial impacts to residents. Due to the true impact of the COVID-19 pandemic being unknown, it is requested that Council grant further interest concessions and cease debt collection activities to 31 December 2020.

OFFICER’S RECOMMENDATION

That the Committee recommends Council, pursuant to section 9(1) of the Local Government Act 2009:

- 1. Grant a concession on any interest accruing on outstanding rates and charges until 31 December 2020.*
- 2. Continue to hold from pursuing any debt collection activities for outstanding rates and charges until further review after 31 December 2020.*

Resolution No.: CGFS0522

Moved: Cr Jones

Seconded: Cr Moffat

That the Committee recommends Council, pursuant to section 9(1) of the Local Government Act 2009:

- 1. Grant a concession on any interest accruing on outstanding rates and charges until 31 December 2020.*
- 2. Continue to hold from pursuing any debt collection activities for outstanding rates and charges until further review after 31 December 2020.*

Carried

ATTENDANCE

Mr Gary Stevenson left the meeting room at 2.14pm.

6. INFORMATION BULLETIN REPORTS

6.1 Corporate, Governance and Financial Services Information Bulletin – July 2020

EXECUTIVE SUMMARY

The Corporate, Governance and Financial Services Information Bulletin for July 2020 is provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee:

- Note the Corporate, Governance and Financial Services Information Bulletin for July 2020.***

Resolution No.: CGFS0523

Moved: Cr Jones

Seconded: Cr Coleman

That the Committee:

- Note the Corporate, Governance and Financial Services Information Bulletin for July 2020.**

Carried

6.2 People and Performance Information Bulletin – July 2020

EXECUTIVE SUMMARY

The People and Performance Information Bulletin for July 2020 is provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- Note the People and Performance Information Bulletin for July 2020.***

Resolution No.: CGFS0524

Moved: Cr Coleman

Seconded: Cr Jones

That the Committee:

1. Note the People and Performance Information Bulletin for July 2020.

Carried

7. GENERAL BUSINESS

7.1 Thank you to Corporate, Governance and Financial Services Directorate and People and Performance

Cr Jane Pickels on behalf of the Corporate, Governance and Financial Services Standing Committee thanked the Corporate, Governance and Financial Services Directorate and the People and Performance team for the extra effort and work completed over the last few months in particular on the budget and associated plans, COVID-19 Working from Home and Returning to Work procedure and processes. It has been a great effort from all involved during these challenging times.

8. CONCLUSION

There being no further business, the Chair declared the meeting closed at 2.34pm.

These minutes were confirmed by the Committee at the Corporate, Governance and Financial Services Committee Meeting held at Moranbah Community Centre on Tuesday 11 August 2020.

.....
Chair

..... / /
DATE

MEETING DETAILS

Corporate, Governance and Financial Services
Standing Committee
Tuesday 11 August 2020

AUTHOR

Michael Krulic

AUTHOR POSITION

Manager Financial Services

5.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT

EXECUTIVE SUMMARY

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

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receive the financial statements for the period ended 31 July 2020 pursuant to and in accordance with the Local Government Regulation 2012 (s204).**

BACKGROUND

Statutory Obligation Table – Isaac Regional Council

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

Requirement	Date
Budget 2020/2021	Budget adopted 29 July 2020
Financial Statements 2019/2020	

IMPLICATIONS

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

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

CONSULTATION

- Financial Services

BASIS FOR RECOMMENDATION

Not Applicable.

ACTION ACCOUNTABILITY

Not Applicable.

KEY MESSAGES

This is an information only report.

Report Prepared By: MICHAEL KRULIC Manager Financial Services Date: 4 August 2020	Report Authorised By: DARREN FETTEL Director Corporate, Governance and Financial Services Date: 4 August 2020
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ATTACHMENTS

- Attachment 1 – Financial Statements 31 July 2020

REFERENCE DOCUMENT

- Nil

FINANCIAL STATEMENTS REPORT TO COUNCIL

Current as at 31 July 2020

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



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FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 JULY 2020

EXECUTIVE SUMMARY

Through the first month of the 2020/2021 financial year the operating result is \$2,117,541 ahead of budget. Whilst the actual result is a loss of \$7,991,343, until the rates are issued in September, Council's operating result will be budgeted as a loss, noting that over three quarters of Council's revenue is derived from Rates.

Capital Revenue for July was \$240,712 which combined with the Operating Position leads to a net deficit of \$7,750,632.

PRELIMINARY JULY FINANCIAL STATEMENTS AT A GLANCE					
	YTD Actual	YTD Original Budget	Variance	Full Year Original Budget	Completion
	\$	\$	\$	\$	%
Total operating revenue	687,486	1,286,202	(598,716)	113,679,951	0.6%
Total operating expenses	8,678,830	11,395,087	2,716,257	110,116,688	7.9%
Operating position	(7,991,343)	(10,108,884)	2,117,541	3,563,263	(224.3%)
Capital revenue	240,712	261,900	(21,188)	21,877,051	1.1%
Net result	(7,750,632)	(9,846,984)	2,096,353	25,440,314	(30.5%)

BACKGROUND

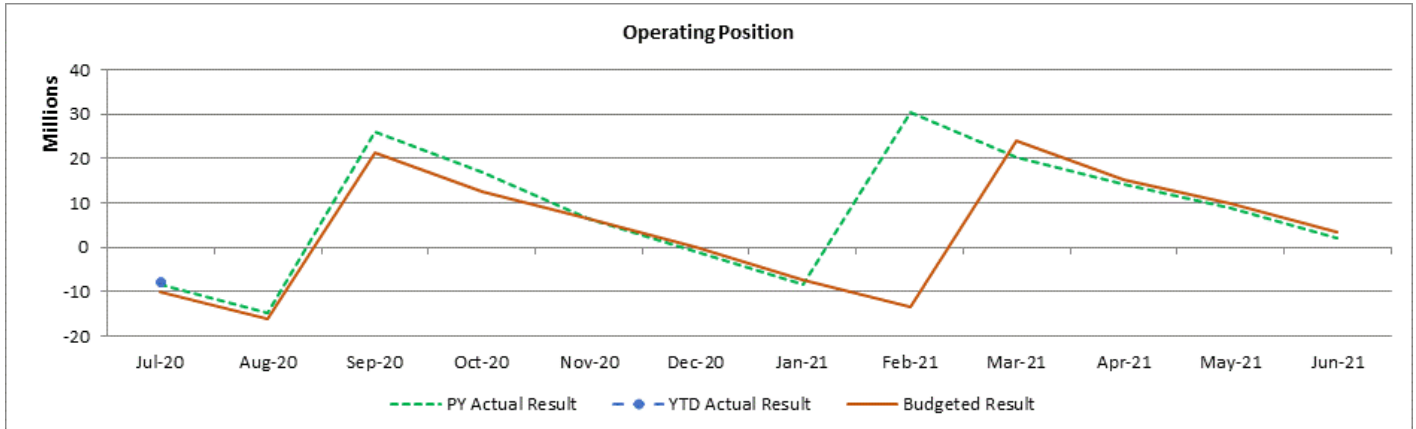
Each month, year to date financial statements are prepared in order to monitor actual performance against the latest adopted budget. Attached are the financial statements for the period ended 31 July 2020. Actual amounts are compared against year to date Budget figures. (See appendix 1 for detailed financial statements).

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

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

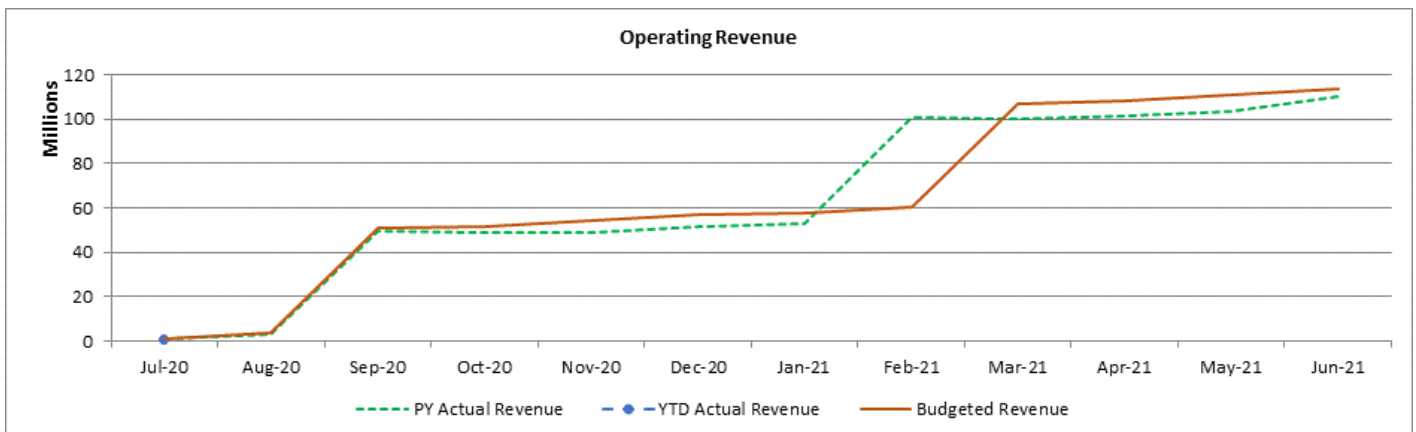
It should be noted that figures provided are accurate as at date of publication. Figures reported are cumulative year to date which may include adjustments for revenue or expenses accrued to prior accounting periods.

OPERATING POSITION



The current operating position for July has resulted in a deficit of \$7,991,343. This is favourable when compared to the YTD budget by \$2,117,541. Operating Revenue is \$598,716 unfavourable compared to YTD budget offset by Operating Expenses which are \$2,716,257 favourable when compared to YTD budget.

OPERATING REVENUE

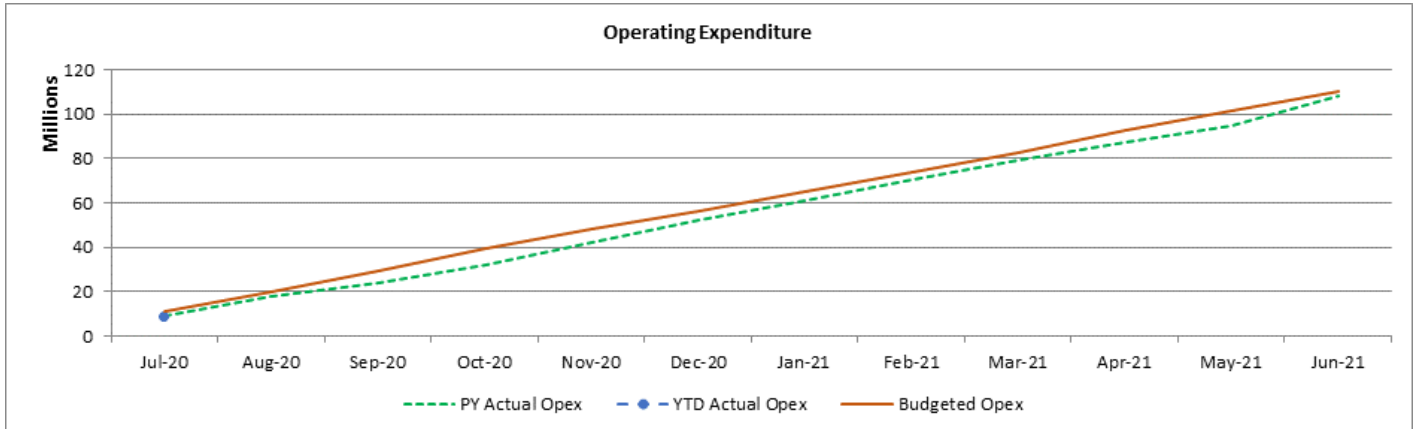


Operating Revenue comprises the following items – Rates and Utility Charges, Fees and Charges, Rental Income, Interest Received, Sale of Contract and Recoverable Works, Operating Grants, Subsidies and Contributions, Other Recurrent Revenue.

The operating revenue for July was \$687,486 which is unfavourable when compared to the budget by \$598,716. This unfavourable position is predominately due to the phasing of the RMPC works (which historically corrects itself during the financial year), landfill revenue and potable water sales.

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

OPERATING EXPENDITURE

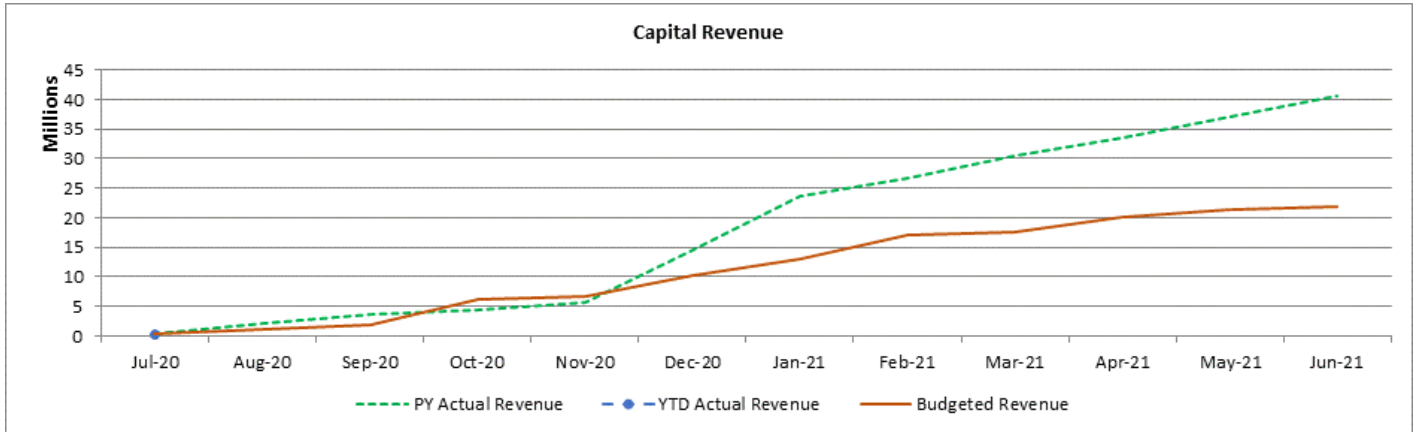


Operating expenditure consists of Employee Expenses, Materials and Services, Finance Costs and Depreciation.

Actual operating expenditure for July was \$8,678,830 which is favourable to budget by \$2,716,257. This favourable result is mainly due to being early in the financial year, the first week accrual of wages to the 19/20 financial year through end of year processes and the allocation of budget cashflow.

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

CAPITAL REVENUE

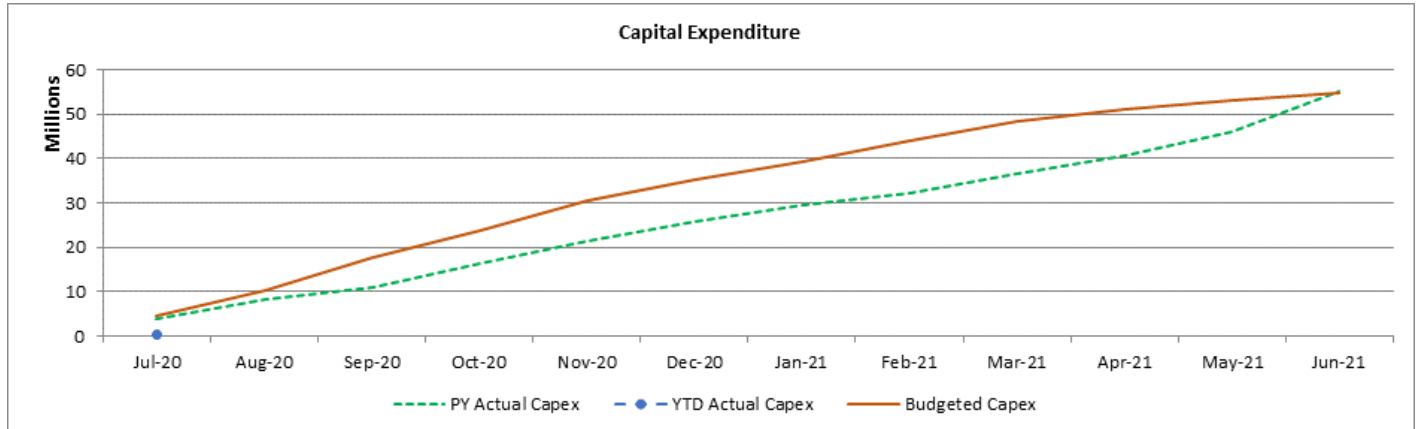


Capital Revenue for July is \$240,712 which consists of contributions and proceeds from the disposal of assets. The current unfavourable variance is due primarily to the timing of grant receipts.

Some of our budgeted major capital grants for 20/21 are:

- DRFA March 2019 Event
- Rural Rehabilitation Program (R2R / HVSP)
- Moranbah Access Rd Quarrico Intersection (Black Spot Program)
- DYS Saraji Road Pavement Rehabilitation (TIDS)
- Eaglefield Road Pave & Seal (TIDS)
- Natural Disaster Resilience Floodways (QDRF)
- Clermont Raw Water TCD Water Storage (LGGSP)
- Moranbah Fatigue Accommodation (QDRF)
- Works for QLD COVID-19
- Works for QLD 19-21
- Rural Roads and Community Infrastructure

CAPITAL EXPENDITURE



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

The major budget projects for 20/21 year are:

- DRFA March 2019 Event
- MBH Landfill - Stormwater, Leachate Management
- Rural Resheeting Program
- CLM-5ML Treated Water Reservoir
- Rural Rehabilitation Program
- Surfacing Renewal Program
- Dysart Saraji Road Pavement Rehabilitation
- Moranbah Access Rd Quarrico Intersect
- SN main relining program
- Water mains replacement program
- Dysart SN Enforceable Undertaking
- Clermont Raw Water TCD Water Storage

CAPITAL FUNDING AND PROJECT COMMITTALS

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

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

The following table illustrates the Council's capital project expenditure in July 2020.

It is noted that there was approx. \$1.5M of projects approved at the July council meeting to be funded under the Local Roads and Community Infrastructure Program. These additional projects will be added to the Capital Works revenue and expenditure budgets and will be reflected in the August statements.

Department	YTD Actual	YTD Commitment	YTD Total Expenditure	Full Year Budget	% Complete	% Complete
					(YTD Actual vs FY Budget)	(YTD Total vs FY Budget)
CG&FS	27,240	364	27,603	708,057	3.8%	3.9%
E&I	160,476	3,779,981	3,940,458	35,840,582	0.4%	11.0%
PE&CS	11,790	168,507	180,297	3,237,194	0.4%	5.6%
W&WW	90,331	7,725,368	7,815,700	15,206,700	0.6%	51.4%
TOTAL	289,838	11,674,221	11,964,058	54,992,533	0.5%	21.8%

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

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

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

Ratio	Description	Formula	YTD Actual Result	Bench mark	Within Limits	FY Budget
Operating Surplus Ratio	This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes.	Net operating surplus	-1162.40%	0 - 10%	No	1.60%
		Total operating revenue				
Net Financial Liabilities Ratio	This is an indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues.	Total liabilities less current assets	-3005.30%	<=60%	Yes	-28.80%
		Total operating revenue				
Asset Sustainability Ratio	This ratio provides a guide as to whether the infrastructure assets managed by Council are being replaced as they reach the end of their useful lives.	Capital expenditure on renewals	4.64%	>90%	No	410.20%
		Depreciation expense				
Total Debt Service Cover	This ratio provides a guide as to the Council's ability to meet its loan repayments.	Operating cash flow plus interest	-4.1	2	No	12.88
		Interest plus current borrowings				
Cash Expense Ratio	This ratio provides a guide as to the ability of the Council to pay its costs within the short term.	Current cash balance	8.16 Months	3 Months	Yes	7.98 Months
		Operating expenses less depreciation and finance costs				

1. **Operating Surplus Ratio** - This ratio is an indicator of the extent to which revenues raised cover the operational expenses only or are available for capital funding purposes. The target result for this ratio is between 0-10% per annum (on average over the long term). With the net operating profit year to date a loss of \$7,991,343, the ratio is currently negative 1162.40%, which is outside of Council's budget and benchmark range. This is not uncommon for the first few months of the financial year considering the main income source (Rates Revenue) is only generated in September 2020 and March 2021 for Council.
2. **Net Financial Liabilities Ratio** - This ratio is an indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues. As Council's current assets are greater than total liabilities, the resulting ratio is currently showing as favourable with a negative 3005.30%. This ratio is expected to be more accurately represented after the issuing of rates in September.
3. **Asset Sustainability Ratio** - This ratio is a guide as to whether infrastructure assets managed by Council are being replaced as they reach the end of their useful lives. Council's target is to have a result of greater than 90%. With capital expenditure just commencing in July the ratio is low at 4.64%, which is below the 90% benchmark. This ratio is expected to improve throughout the financial year.
4. **Total Debt Service** - This ratio represents Council's ability to meet its loan repayments through operating cash. A ratio greater than two (2) times, is the ideal result for Council. Council's year to date ratio is a negative 4.1 times and indicates that Council has insufficient operating cash flow (due to General Rates not being issued until September) to cover its loan repayments. This is not uncommon for the first few months of the financial year considering the main income source (Rates Revenue) is only generated in September 2020 and March 2021 for Council.
5. **Cash Expense Ratio** - This ratio helps Council calculate how many months the current year's cash balance can cover operating expenses (excluding depreciation and finance costs), without additional cash flows. Council has enough current cash to cover 8.16 months as at 31 July 2020. This is above the targeted benchmark of three (3) months.

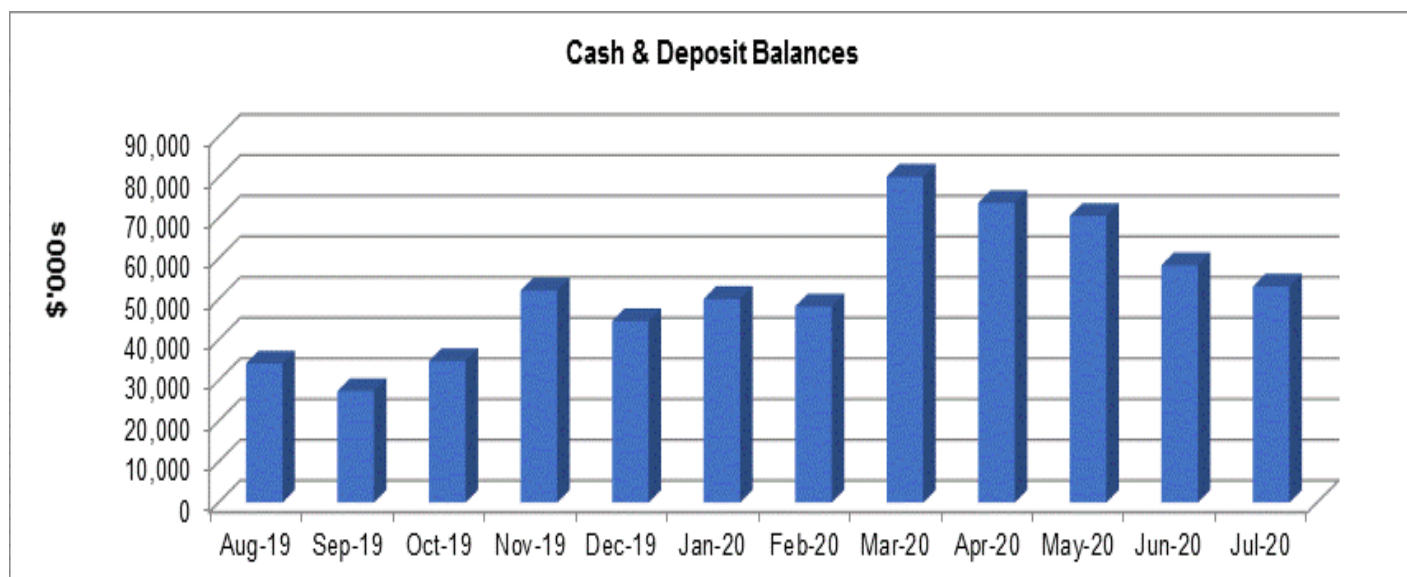
INVESTMENTS AND CASH BALANCES

The following is a list of all investments held by Council as at the period ending 31 July 2020.

ISAAC REGIONAL COUNCIL					
Investments					
For the Period Ended 31 July 2020					
Account	Description	Institution	Amount	Maturity Date	Interest Rate
10-000-1111	QCCU Cash at Bank	QCCU	8		0%
10-000-1113	ANZ Cash at Bank	ANZ	916,742		0%
10-000-1116	QTC Operating Fund	QTC	50,835,411		0.75%
10-000-1117	ANZ Business Premium Saver	ANZ	1,415,906		0.75%
10-000-1131	Petty Cash		4,000		0%
10-000-1132	Floats		6,071		0%
Total Investments			53,178,139		

Bank	Credit Rating	% of Funds	Policy Total Profile
Queensland Treasury Corporation	QTC	95.59%	No Limit
ANZ Banking Group	AA-	4.41%	Maximum 40%
QCCU	BBB	0.00%	Maximum 10%

The following chart outlines the Council's cash and deposit balances for the previous twelve months up to the period ending 31 July 2020.



LOANS

ISAAC REGIONAL COUNCIL							
Loans							
For the Period Ended 31 July 2020							
							Repayment Due 15 Sep 2020
Loan Name	Balance as at 31 July 2020	Rate as at 31 July 2020	Approved Term	Remaining Term	Principal	Interest	Total
Land Purchase - Moranbah	\$12,574,524	5.1	20	12.38	\$180,971	\$159,961	\$340,932
Land Development Moranbah	\$9,641,013	4.37	20	12.88	\$138,438	\$105,141	\$243,578
Total	\$22,215,537				\$319,409	\$265,102	\$584,511

Debt service repayments are made quarterly. The fourth quarter repayment for the 19/20 financial year was made on the 17 June 2020. The first repayment for the 20/21 financial year is due 15 September 2020.

ACCOUNTS RECEIVABLE

The following is a breakdown of the Council's accounts receivable by age for the period ending 31 July 2020.

Accounts Receivable Ageing Analysis at 31 July 2020			
Ageing	Number of Invoices	Amount Outstanding	% of Total Outstanding
Current	266	544,594.53	34.29%
30 Days	70	734,444.19	46.24%
60 Days	28	37,605.66	2.37%
90 Days	64	271,705.87	17.10%
TOTAL	428	1,588,350.25	100.00%

The Accounts Receivable balance at 31 July 2020 is \$1,588,350.25 which has decreased from 30 June 20 balance of \$3,401,381.78 due to large invoices for contractable works and grant funds being paid.

- 30 day balances have increased due to a large invoice for water and some large invoices for waste not being paid. Remaining balance predominantly relates to waste debtors.
- 60 day balance has increased due to a large invoice for waste not being paid. Other outstanding invoices relate to funeral charges and water bills for housing debtors.
- 90 days and over outstanding receivables have decreased due to most invoices for Trade waste & Backflow being paid and write-offs for last financial year being approved and processed. There are no other significant new 90 day debtors.

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

ACCOUNTS PAYABLE

The following is a breakdown of the Council's accounts payable by age for the period ending 31 July 2020.

Accounts Payable Ageing Analysis at 31 July 2020			
Ageing	No. of Documents	Amount Outstanding	% of Total Outstanding
Current	273	1,527,318.23	96.17%
30 Days	23	42,623.95	2.68%
60 Days	0	-	0.00%
90 Days	19	18,231.19	1.15%
TOTAL	315	1,588,173.37	100.00%

The outstanding Accounts Payable balance as at 31 July 2020 was \$1,588,173.37. The 30, 60 & 90 day aging accounts total \$60,855.14.

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

- 30 day balances – \$4,112.12 (10 invoices) remain unpaid with all of these invoices (\$4,112.12) having been received late from the suppliers.
- 60 day balances – There are no 60 day invoices outstanding.
- 90 day balances -- \$325.69 (1 invoice) remains unpaid with this invoice initially being placed against an inactive supplier. It has since been corrected.

YEAR TO DATE RATES REPORT

The following is a breakdown of the Council's rates transactions the year to date as at 31 July 2020.

The July month end closing balance for rates outstanding was \$3,718,048.

Rates Balancing Report As At 31 July 2020		
	YTD 31 July 2020	YTD 31 July 2019
Opening Balance	3,953,039	3,906,088
Rates Charges		
Rates Levied	2,256	0
Interest	0	-7
Refunds	2,007	107
Total Rates	4,263	100
Discounts and Receipts		
Discounts	18	(174)
Receipts	(239,226)	(514,061)
Government Subsidy	(37)	0
Council Subsidy	(10)	0
Remissions	0	0
Write Offs	0	0
Total Discounts & Receipts	(239,255)	(514,235)
Legal	0	0
Closing Balance	3,718,048	3,391,953

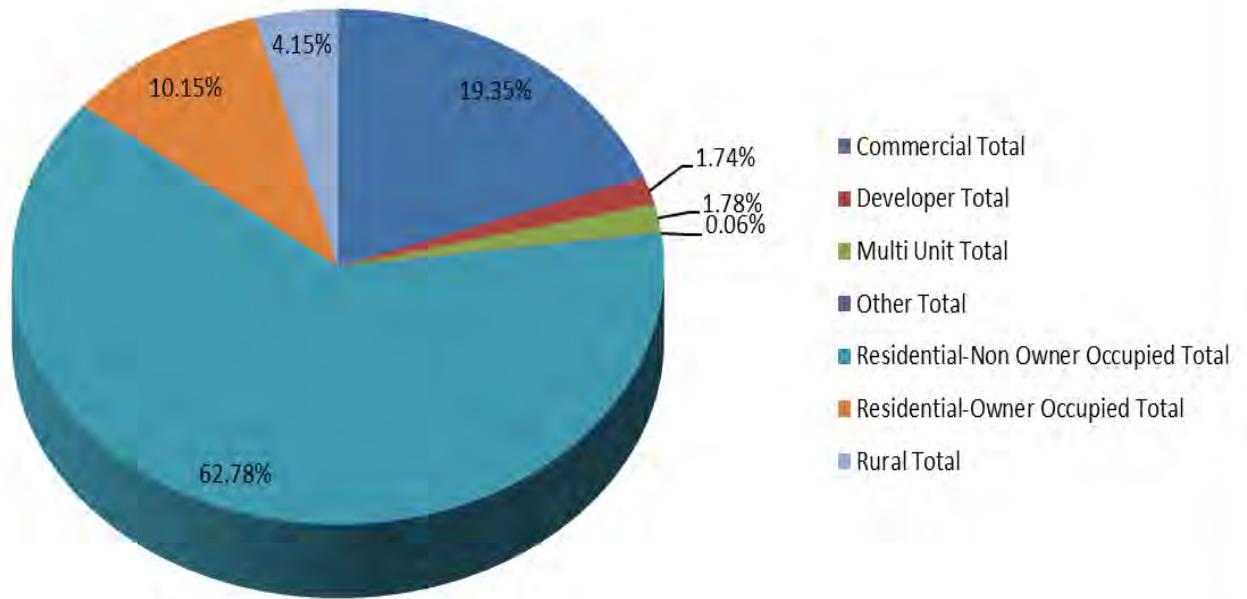
Rates Breakdown	As At 31 July 2020
Rates in Credit	(878,008)
Rates Not Due Yet	5,001
Rates In Arrears	4,591,054
Total Rates Balance	3,718,048

Variances in prior year comparisons can relate to the timing of rates processing and subsequent due dates. The rate arrears table below has a balance as at 23 July 2020, which explains the slight variance to the rates arrears balance above, where the report was run on the 27th July 2020.

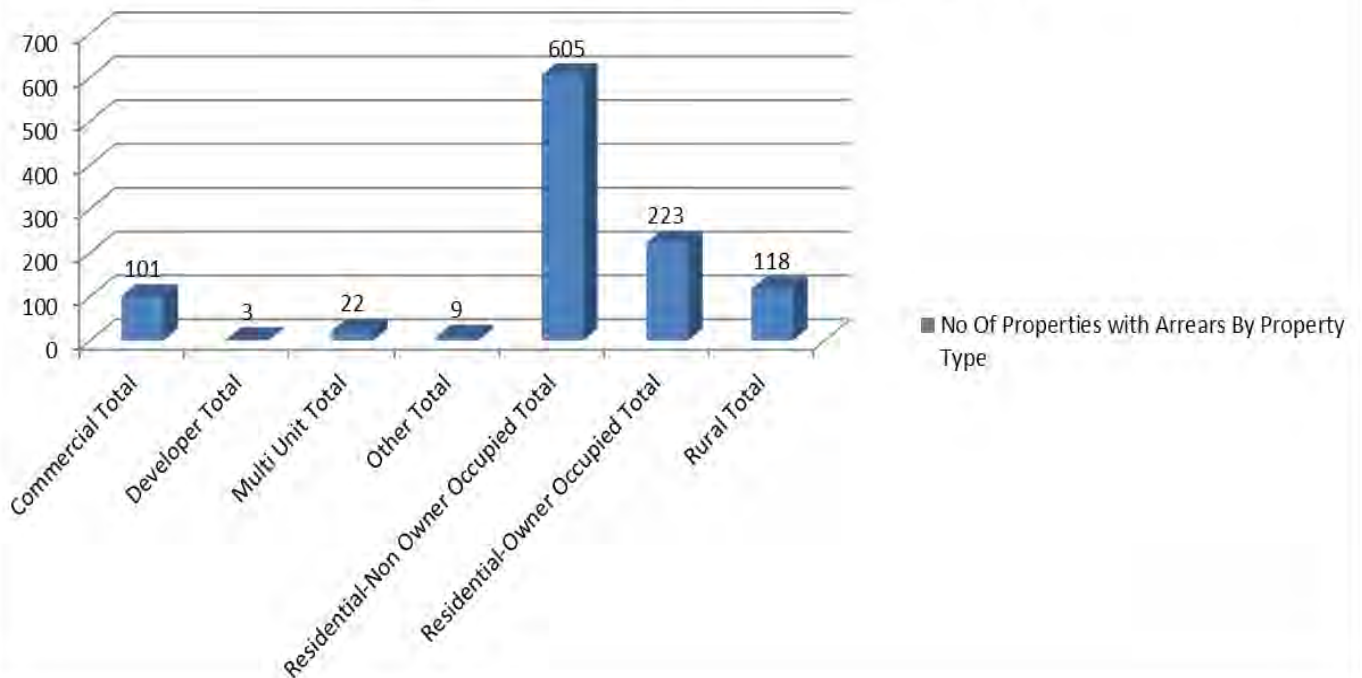
Rate Arrears – Aged by Year

Prior 2015	2015/16	2016/17	2017/18	2018/19	2019/20	TOTAL
992,306	453,902	466,088	489,921	657,412	1,539,240	4,598,868
21.58%	9.87%	10.13%	10.65%	14.30%	33.47%	100.00%

Percentage of Arrears By Property Type



No Of Properties with Arrears By Property Type



APPENDIX 1 – FINANCIAL STATEMENTS

Attached are the financial statements for the period ended 31 July 2020. Actual amounts are compared against the year to date Original Budget.

Financial statement included:

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

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 31 July 2020

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Original Budget \$	Variance \$	Full Year Original Budget \$	Completion %
Income								
Operating Revenue								
Net Rates & Utility Charges		370	-	370	5,253	(4,883)	88,497,073	0.0%
Fees & Charges	1	193,361	-	193,361	300,680	(107,319)	3,697,160	5.2%
Rental Income		109,866	-	109,866	112,012	(2,145)	1,344,138	8.2%
Interest Received		36,763	-	36,763	60,908	(24,145)	730,898	5.0%
Sales of Contract & Recoverable Works	2	3,176	-	3,176	132,250	(129,074)	5,226,997	0.1%
Operating Grants, Subsidies & Contributions		37,417	-	37,417	88,402	(50,985)	7,143,304	0.5%
Other Recurrent Revenue	3	306,533	-	306,533	586,698	(280,165)	7,040,380	4.4%
		687,486	-	687,486	1,286,202	(598,716)	113,679,951	0.6%
Expenses								
Operating Expenses								
Employee Expenses	4	2,097,654	1,146	2,098,800	3,036,978	(938,178)	39,361,032	5.3%
Materials & Services	5	4,416,351	15,626,404	20,042,755	6,169,441	13,873,313	44,461,649	45.1%
Finance Costs		22,877	-	22,877	46,792	(23,915)	591,500	3.9%
Depreciation and Amortisation		2,141,948	-	2,141,948	2,141,876	73	25,702,507	8.3%
Corporate Overheads & Competitive Neutrality Costs		-	-	-	0	(0)	0	0.0%
		8,678,830	15,627,550	24,306,380	11,395,087	12,911,293	110,116,688	22.1%
Operating Position Before Capital Items		(7,991,343)	(15,627,550)	(23,618,894)	(10,108,884)	(13,510,010)	3,563,263	(662.8%)
Capital Revenue								
Capital Revenue		8,931	-	8,931	-	8,931	21,091,181	0.0%
Proceeds from Sale of Land & PPE		231,781	-	231,781	261,900	(30,119)	785,870	29.5%
		240,712	-	240,712	261,900	(21,188)	21,877,051	1.1%
Net Result Attributable to Council in Period		(7,750,632)	(15,627,550)	(23,378,182)	(9,846,984)	(13,531,198)	25,440,314	(91.9%)
Total Comprehensive Income		(7,750,632)	(15,627,550)	(23,378,182)	(9,846,984)	(13,531,198)	25,440,314	(91.9%)
Council's operating position at month end is a \$8M deficit								

1. **Fees & Charges** are \$193,361 which is unfavourable compared to YTD budget by \$107,319. This variance is predominately due to potable water sales which is yet to issue invoices for July.
2. **Sales of Contract & Recoverable Works** are unfavourable to the adopted budget by \$129,074. This unfavourable variance is predominately due to the timing of the RMPC contract. This variance has historically corrected itself over the remainder of the financial year.
3. **Other Recurrent Revenue** for the year to date is \$306,533 being \$280,165 unfavourable to budget. This unfavourable variance is predominately due to the waste income which has yet to issue final invoices for July.
4. **Employee Expenses** are favourable to the adopted budget by \$938,178. This favourable variance is mainly due to the first week of the year being accrued back to the previous financial year through end of year processes.
5. **Materials and Services** actual expenses for the year to date are \$4,416,351 with \$15,626,404 being recorded in commitments, resulting in an unfavourable variance to budget of \$13,873,313. This unfavourable variance is due to the inclusion of commitments, the majority of which (\$8.4M) relate to the DRFA March 2019 event. When these commitments are realised, they will be examined to determine if operational or capital expenditure in nature, with funding revenue applied to match. Excluding commitments YTD expenditure would be approximately \$1.75M below YTD budget.

ISAAC REGIONAL COUNCIL
Statement of Financial Position
For the Period Ended 31 July 2020

Notes	Actual YTD	30 June 2020	Variance
	\$	\$	%
Current Assets			
Cash & Cash Equivalents	53,178,139	58,379,638	91.1%
Trade & Other Receivables	7,088,145	13,608,782	52.1%
Inventories	4,111,503	4,076,282	100.9%
Total Current Assets	64,377,787	76,064,702	84.6%
Non-Current Assets			
Property, Plant and Equipment	1,084,055,456	1,086,194,840	99.8%
Capital Work in Progress	44,577,292	44,145,935	101.0%
Total Non-Current Assets	1,128,632,748	1,130,340,775	99.8%
TOTAL ASSETS	1,193,010,535	1,206,405,477	98.9%
Current Liabilities			
Trade & Other Payables	5,793,026	11,771,714	49.2%
Borrowings - Interest Bearing	1,389,103	1,343,958	103.4%
Provisions	7,865,616	8,054,409	97.7%
Other Current Liabilities	-	-	0.0%
	15,047,745	21,170,081	71.1%
Non-Current Liabilities			
Borrowings - Interest Bearing	20,871,578	20,871,578	100.0%
Non Current Provision	1,445,469	1,170,727	123.5%
Non Current Creditors	6,351,981	6,351,981	100.0%
Total Non-Current Liabilities	28,669,028	28,394,286	101.0%
TOTAL LIABILITIES	43,716,773	49,564,367	88.2%
NET COMMUNITY ASSETS	1,149,293,762	1,156,841,110	99.3%
Community Equity			
Surplus	835,456,700	843,244,760	99.1%
Asset revaluation reserve	241,076,041	241,076,041	100.0%
Other reserves	72,761,021	72,520,309	100.3%
TOTAL COMMUNITY EQUITY	1,149,293,762	1,156,841,110	99.3%

ISAAC REGIONAL COUNCIL			
Statement of Cash Flows			
For the Period Ended 31 July 2020			
	Actual YTD	30 June 2020	Variance
	\$	\$	%
Cash Flows from Operating Activities			
Receipts from customers	7,154,193	112,760,179	6.3%
Payments to suppliers and employees	(12,207,627)	(77,055,860)	15.8%
Cash provided by / (used in) net result	(5,053,434)	35,704,319	(14.2%)
Cash Flows from Investing Activities			
Profit / (Loss) on sale of capital assets	231,781	(1,053,646)	(22.0%)
Grants, subsidies, contributions and donations	8,931	40,174,870	0.0%
Payments for property, plant and equipment	(433,921)	(67,449,793)	0.6%
Net movement in loans to Community Organisations			0.0%
Net cash provided by investing activities	(193,209)	(28,328,569)	0.7%
Cash Flow from Financing Activities			
Proceeds from borrowings	-	(1,300,735)	0.0%
Repayment of borrowings	45,144	57,977	77.9%
Net cash provided by financing activities	45,144	(1,242,759)	(3.6%)
Net Increase / (Decrease) in Cash Held	(5,201,499)	6,132,991	(84.8%)
Cash at the beginning of the period	58,379,638	52,246,647	111.7%
Cash at the end of the Reporting Period	53,178,139	58,379,638	91.1%

Appendix 2 – Preliminary Executive Level Reports

Executive Level operating statements provide information on the performance of each directorate for the period ended 31 July 2020.

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

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

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 31 July 2020

Office of the CEO

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Original Budget \$	Variance \$	Full Year Original Budget \$	Completion %
Income								
Operating Revenue								
Operating Grants, Subsidies & Contributions		11,500	-	11,500	13,750	(2,250)	165,000	7.0%
		11,500	-	11,500	13,750	(2,250)	165,000	7.0%
Expenses								
Operating Expenses								
Employee Expenses		170,973	-	170,973	227,086	(56,113)	2,952,116	5.8%
Materials & Services	1	140,608	159,748	300,356	196,168	104,187	1,117,460	26.9%
Corporate Overheads & Competitive Neutrality Costs		(385,449)	-	(385,449)	(385,449)	-	(4,625,389)	8.3%
		(73,869)	159,748	85,879	37,805	48,074	(555,813)	(15.5%)
Operating Position Before Capital Items		85,369	(159,748)	(74,379)	(24,055)	(50,324)	720,813	(10.3%)
Capital Revenue		-	-	-	-	-	-	0.0%
Net Result Attributable to Council in Period		85,369	(159,748)	(74,379)	(24,055)	(50,324)	720,813	(10.3%)
Total Comprehensive Income		85,369	(159,748)	(74,379)	(24,055)	(50,324)	720,813	(10.3%)

1. Materials & Services for the year to date are \$104,187 unfavourable compared to the YTD budget of \$196,168. Actual expenditure is \$140,608 with commitments of \$159,748. This unfavourable variance is due to the inclusion of commitments which relate to future reporting periods.

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 31 July 2020

Corporate, Governance & Financial
Service

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Net Rates & Utility Charges		228	-	228	-	228	58,557,620	0.0%
Fees & Charges		18,151	-	18,151	7,500	10,651	90,000	20.2%
Interest Received		36,763	-	36,763	56,925	(20,162)	683,098	5.4%
Sales of Contract & Recoverable Works		-	-	-	10,417	(10,417)	125,000	0.0%
Operating Grants, Subsidies & Contributions		-	-	-	4,083	(4,083)	3,566,014	0.0%
Other Recurrent Revenue		611	-	611	5,333	(4,722)	64,000	1.0%
		55,753	-	55,753	84,258	(28,505)	63,085,732	0.1%
Expenses								
Operating Expenses								
Employee Expenses	1	154,493	-	154,493	619,180	(464,687)	7,929,657	1.9%
Materials & Services	2	3,203,641	507,302	3,710,943	3,032,714	678,229	9,605,405	38.6%
Finance Costs		22,877	-	22,877	46,792	(23,915)	591,500	3.9%
Depreciation and Amortisation		74,478	-	74,478	74,478	-	893,738	8.3%
Corporate Overheads & Competitive Neutrality Costs		(1,163,529)	-	(1,163,529)	(1,163,529)	(0)	(13,962,347)	8.3%
		2,291,959	507,302	2,799,261	2,609,634	189,627	5,057,953	55.3%
Operating Position Before Capital Items		(2,236,206)	(507,302)	(2,743,508)	(2,525,376)	(218,132)	58,027,779	(4.7%)
Capital Revenue		-	-	-	-	-	-	0.0%
Net Result Attributable to Council in Period		(2,236,206)	(507,302)	(2,743,508)	(2,525,376)	(218,132)	58,027,779	(4.7%)
Total Comprehensive Income		(2,236,206)	(507,302)	(2,743,508)	(2,525,376)	(218,132)	58,027,779	(4.7%)

1. Employee Expenses for year to date is favourable compared to the budget by \$464,687. This favourable variance is mainly due to the first week of the year being accrued back to the previous financial year through end of year processes.

2. Materials & Services for the financial year to date are \$678,229 unfavourable with \$3,203,641 in actual expenditure and \$507,302 in commitments against the YTD revised budget of \$3,032,714. This unfavourable variance is due to commitments and the accrual of Sundry Creditors (which are centralised in the Corporate Department). It is noted that prepaid expenses from the 19/20 financial year for various license fees are also represented in the YTD actuals which over the course of the year will align with budget.

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 31 July 2020

Engineering & Infrastructure Services

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Original Budget \$	Variance \$	Full Year Original Budget \$	Completion %
Income								
Operating Revenue								
Fees & Charges		25,689	-	25,689	16,208	9,480	214,500	12.0%
Rental Income		96,450	-	96,450	98,187	(1,737)	1,178,245	8.2%
Sales of Contract & Recoverable Works	1	3,176	-	3,176	121,833	(118,657)	5,101,997	0.1%
Operating Grants, Subsidies & Contributions		25,854	-	25,854	16,667	9,187	2,446,650	1.1%
		151,169	-	151,169	252,895	(101,726)	8,941,392	1.7%
Expenses								
Operating Expenses								
Employee Expenses	2	815,530	-	815,530	943,708	(128,179)	12,268,209	6.6%
Materials & Services	3	190,381	10,718,973	10,909,354	768,594	10,140,760	9,049,665	120.5%
Depreciation and Amortisation		1,208,016	-	1,208,016	1,207,943	73	14,495,317	8.3%
Corporate Overheads & Competitive Neutrality Costs		724,708	-	724,708	724,708	-	8,696,495	8.3%
		2,938,635	10,718,973	13,657,608	3,644,953	10,012,654	44,509,686	30.7%
Operating Position Before Capital Items		(2,787,466)	(10,718,973)	(13,506,438)	(3,392,058)	(10,114,380)	(35,568,294)	38.0%
Capital Revenue								
Capital Revenue		8,931	-	8,931	-	8,931	19,254,287	0.0%
Proceeds from Sale of Land & PPE		231,781	-	231,781	261,900	(30,119)	785,870	29.5%
		240,712	-	240,712	261,900	(21,188)	20,040,157	1.2%
Net Result Attributable to Council in Period		(2,546,754)	(10,718,973)	(13,265,726)	(3,130,158)	(10,135,569)	(15,528,137)	85.4%
Total Comprehensive Income		(2,546,754)	(10,718,973)	(13,265,726)	(3,130,158)	(10,135,569)	(15,528,137)	85.4%

1. Sales of Contract & Recoverable Works are unfavourable to the revised budget by \$118,657. This unfavourable variance is mainly due to the timing of the RMPC contract. This variance has historically corrected itself over the remainder of the financial year.

2. Employee Expenses are favourable compared to the revised budget by \$128,179. This favourable variance is mainly due to the first week of the year being accrued back to the previous financial year through end of year processes.

3. Materials & Services for the financial year to date are \$10,140,760 unfavourable with \$190,381 of actual expenditure and \$10,718,973 in commitments against YTD budget of \$768,594. This unfavourable variance is due to the inclusion of commitments, the majority of which (\$8.4M) relate to the DRFA March 2019 event. When these commitments are realised, they will be examined to determine if it is operational or capital expenditure, with funding revenue applied to match.

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 31 July 2020

Planning, Environment & Community Service

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Fees & Charges		137,660	-	137,660	156,272	(18,612)	1,944,260	7.1%
Rental Income		13,416	-	13,416	11,667	1,749	140,000	9.6%
Operating Grants, Subsidies & Contributions		63	-	63	33,068	(33,006)	609,820	0.0%
Other Recurrent Revenue		1,081	-	1,081	500	581	6,000	18.0%
		152,219	-	152,219	201,507	(49,288)	2,700,080	5.6%
Expenses								
Operating Expenses								
Employee Expenses	1	591,707	1,146	592,853	746,947	(154,094)	9,710,308	6.1%
Materials & Services	2	244,502	714,055	958,558	669,459	289,099	6,649,039	14.4%
Depreciation and Amortisation		136,877	-	136,877	136,877	-	1,642,528	8.3%
Corporate Overheads & Competitive Neutrality Costs		318,463	-	318,463	318,463	-	3,821,560	8.3%
		1,291,550	715,202	2,006,751	1,871,746	135,005	21,823,435	9.2%
Operating Position Before Capital Items		(1,139,331)	(715,202)	(1,854,532)	(1,670,240)	(184,293)	(19,123,355)	9.7%
Capital Revenue								
Capital Revenue		-	-	-	-	-	1,336,894	0.0%
		-	-	-	-	-	1,336,894	0.0%
Net Result Attributable to Council in Period		(1,139,331)	(715,202)	(1,854,532)	(1,670,240)	(184,293)	(17,786,461)	10.4%
Total Comprehensive Income		(1,139,331)	(715,202)	(1,854,532)	(1,670,240)	(184,293)	(17,786,461)	10.4%

1. Employee Expenses are favourable compared to the adopted budget by \$154,094. This favourable variance is mainly due to the first week of the year being accrued back to the previous financial year through end of year processes.

2. Materials & Services for the financial year to date are \$289,099 unfavourable when compared to the YTD budget of \$669,459 with actual expenditure recorded \$244,502 and \$714,055 in commitments. This unfavourable variance is due to the inclusion of commitments which relate to future reporting periods, predominately around planning and legal advice.

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 31 July 2020

Water & Waste

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Original Budget \$	Variance \$	Full Year Original Budget \$	Completion %
Income								
Operating Revenue								
Net Rates & Utility Charges		142	-	142	5,253	(5,111)	29,939,453	0.0%
Fees & Charges	1	11,861	-	11,861	120,700	(108,839)	1,448,400	0.8%
Rental Income		-	-	-	2,158	(2,158)	25,893	0.0%
Interest Received		-	-	-	3,983	(3,983)	47,800	0.0%
Operating Grants, Subsidies & Contributions		-	-	-	20,833	(20,833)	355,820	0.0%
Other Recurrent Revenue	2	304,841	-	304,841	580,865	(276,024)	6,970,380	4.4%
		316,845	-	316,845	733,792	(416,948)	38,787,746	0.8%
Expenses								
Operating Expenses								
Employee Expenses	3	364,952	-	364,952	500,057	(135,105)	6,500,742	5.6%
Materials & Services	4	637,219	3,526,326	4,163,545	1,502,507	2,661,038	18,040,080	23.1%
Depreciation and Amortisation		722,577	-	722,577	722,577	-	8,670,924	8.3%
Corporate Overheads & Competitive Neutrality Costs		505,807	-	505,807	505,807	-	6,069,681	8.3%
		2,230,555	3,526,326	5,756,881	3,230,948	2,525,933	39,281,427	14.7%
Operating Position Before Capital Items		(1,913,710)	(3,526,326)	(5,440,036)	(2,497,156)	(2,942,881)	(493,680)	1101.9%
Capital Revenue								
Capital Revenue		-	-	-	-	-	500,000	0.0%
		-	-	-	-	-	500,000	0.0%
Net Result Attributable to Council in Period		(1,913,710)	(3,526,326)	(5,440,036)	(2,497,156)	(2,942,881)	6,320	(86079.2%)
Total Comprehensive Income		(1,913,710)	(3,526,326)	(5,440,036)	(2,497,156)	(2,942,881)	6,320	(86079.2%)

1. Fees & Charges are \$11,861 compared to YTD budget of \$120,700 resulting in an unfavourable variance of \$108,839. This unfavourable variance is due to Potable Water Sales which at time of reporting had not issued invoices for July.

2. Other Recurrent Revenue is unfavourable YTD compared to budget by \$276,024. This unfavourable variance is predominately due to the waste income which has yet to issue final invoices for July.

3. Employee Expenses are favourable compared to the YTD budget by \$135,105. This favourable variance is mainly due to the first week of the year being accrued back to the previous financial year through end of year processes.

4. Materials & Services for the financial year to date are \$2,661,038 unfavourable, with \$637,219 in actual expenditure and \$3,526,326 in commitments. The unfavourable variance is due to the inclusion of commitments which relate to future reporting periods (commitment for water purchase for the financial year \$1.46M).

MEETING DETAILS

Corporate, Governance and Financial Services
Standing Committee
Tuesday 11 August 2020

AUTHOR

Alexis Coutts

AUTHOR POSITION

Manager Organisational Safety

5.2

WORK, HEALTH AND SAFETY UPDATE

EXECUTIVE SUMMARY

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

OFFICER'S RECOMMENDATION

That the Committee recommends Council to:

- 1. Note the work health and safety report and attachments.***

BACKGROUND

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

IMPLICATIONS

That the system is monitored to ensure compliance and continuous improvement of WHSMS.

To ensure that recommendations from the LGW audit are implemented to support continuous improvement of the WHSMS.

CONSULTATION

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

BASIS FOR RECOMMENDATION

Continued oversight of the WHSMS development and management commitment.

Review of safety statistics to monitor any potential negative trends.

ACTION ACCOUNTABILITY

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

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

KEY MESSAGES

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

Report Prepared By: ALEXIS COUTTS Manager Organisational Safety Date: 4 August 2020	Report Authorised By: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 5 August 2020
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ATTACHMENTS

- Attachment 1 – WHS Monthly Report

REFERENCE DOCUMENT

- Nil

WHS MONTHLY REPORT

DATE	July, 2020
TO	August, 2020, Council Meeting
FROM	Organisational Safety Manager

SUMMARY

This is a new look report that more accurately defines and reports on what our objectives are and what are the targets required to be met. You will notice the green section following relevant topics which lists the objective and the target measure. Further you will see it will provide a report on the current status of the target and may link to graphs below.

Explanatory Note:

OBJECTIVE – what we plan to achieve

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

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

BEST PRACTICE SYSTEM

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

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

TARGET 100% of documents reviewed within required timeframes.

STATUS: on track, recent document reviews include working from home procedures and various work instructions, as reported to WHS strategic committee.

OBJECTIVES AND TARGETS

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

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

STATUS: Next due September 2020

WHS MONTHLY REPORT

RISK MANAGEMENT

RISK ASSESSMENTS

Enterprise risk assessments completed and relevant WHS risks included in directorate risk assessments. These have recently been reviewed by directorates.

WHS will be preparing workshops later in the year to review whole of site WHS risk registers for operations.

HAZARD HUNTER WINNERS

There has been an increase in the hazards report for **July**, which is very pleasing to see, as yet a hazard hunter winner has not yet been determined. We are presenting hazard hunters via virtual meetings.

OBJECTIVE to ensure risk management activities are undertaken by identifying hazards

TARGET Number of hazards reported and rectified.

STATUS 14 hazards identified, 5 have been fully completed.

INCIDENT REVIEW

There are issues still in draft, organisational safety team will continue to work with supervisors to progress these reports in a timelier fashion, this is down from last month.

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

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

STATUS 15 incident in draft, down from last month.

TRAINING

Compliance training has begun to recommence where possible, first aid training will be scheduled for this year.

EMERGENCY MANAGEMENT

Emergency management training will be conducting in September, August will be dedicated to the safety reset. The incident notification guide is currently under review and will be forwarded to the ELT for consideration. This will expand what needs to be reported verbally through management to ensure timely notification and response.

WHS MONTHLY REPORT

CONSULTATION

Toolbox meeting will recommence in August, a communication regarding any requirements or restrictions will be released to staff.

WHS STRATEGIC COMMITTEE

The next meeting is scheduled for September via Skype. These meetings have moved to bi-monthly as agreed at the strategic committee.

WHS OPERATIONAL ENGINEERING AND INFRASTRUCTURE

Top items of discussion from meeting in July:

1. PPE discussions, specifically around broadbrimmed hats.
2. Non engaged contractors tabled to review the processes and oversight of Council by non-engaged contractors working on Council roads.
3. Review of the incidents which is part of the safety reset and is aimed at ensuring learnings and actions are shared more.
4. Safety Reset proposal was discussed and that it's planned for August

OBJECTIVE Completed schedules of meetings

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

STATUS face to face toolbox to commence in August with a safety reset, meetings will not meet targets for 2020

CONTRACTOR MANAGEMENT

Contractors inductions and records continue to be monitored the below, there has been an increase in the number of approved contractor companies and the under review has dropped. However, an increase in the number of expired inductions, Organisational safety continues to work with contractors to get this up to date. Further communications to contractors will be developed.

OBJECTIVE Evaluation of contractor and project management documentation and processes.

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

STATUS

APPROVED contractor companies – 116

UNDER REVIEW contractor companies - 66

#approved contractor companies - overdue/expired inductions – 211

WELLBEING & FITNESS FOR WORK

STRATEGY

A wellbeing working group as been established with key personal across a range of directorate and townships together with the P&P and organisational safety team. The wellbeing working group reported to the strategic safety committee who endorsed the Wellbeing Policy. This policy is going to JCC in August for consultation.

WHS MONTHLY REPORT

FLU SHOTS

Currently closed off for end of year. The program will be run again in 2021.

WORKERS COMPENSATION & REHABILITATION

Rehabilitation and Wellness Officer continue to actively monitor all work and non work related injuries and illnesses.

There a 9 injuries carried over from previous months, they are restricted work injury (RWI) injuries. This has resulted in 100 + days of staff impacted at work, but not able to perform their normal duties. These are a mix of acute and chronic injuries.

WELLBEING

Gryphon psychology are conducting wellness workshops with road and parks and gardens crews through August and September. The workshop is a couple of hour session followed by individual appointments available. The workshops are designed to educate teams about managing stressors and build teams. This was run for Water teams in 2019 and was well received.

DRUG & ALCOHOL TESTING

Completed for first quarter 2020 – nothing further for 2020.

OBJECTIVE Support staff in maintain physical and mental health.

TARGET Establish the wellness strategy and conduct toolbox against schedule.

STATUS: Wellbeing working group established. Further objectives and targets will be developed as the wellness working group progresses.

AUDIT/ INSPECTIONS

The 2020 audit plan has been revised and site audits will recommence shortly. Organisational safety will work with all directorates to ensure timely reporting and involvement with audit program.

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

TARGET 100% of audits completed against plan

STATUS: Plan amended and is now being monitored for compliance.

CORRECTIVE ACTIONS

Actions continue to be monitored and addressed by the systems administrator, also the status of non-completed vs completed within timeframes are monitored via graphs below. The YTD figures are reducing to less than 10% non completed, which is fantastic.

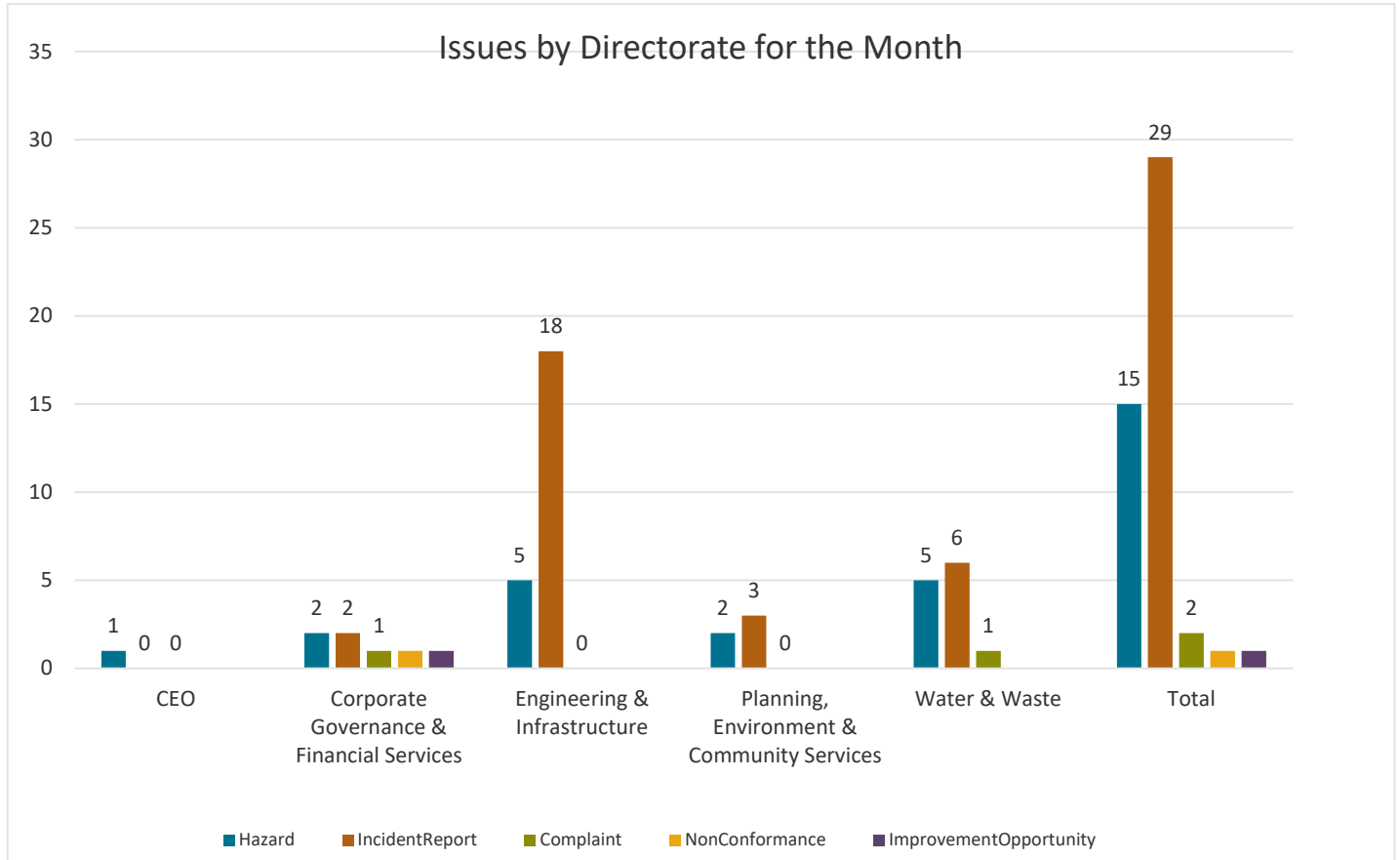
OBJECTIVE Ensure identified corrective actions are followed to completion

TARGET < 10% non-completed actions and > 90% completed corrective actions

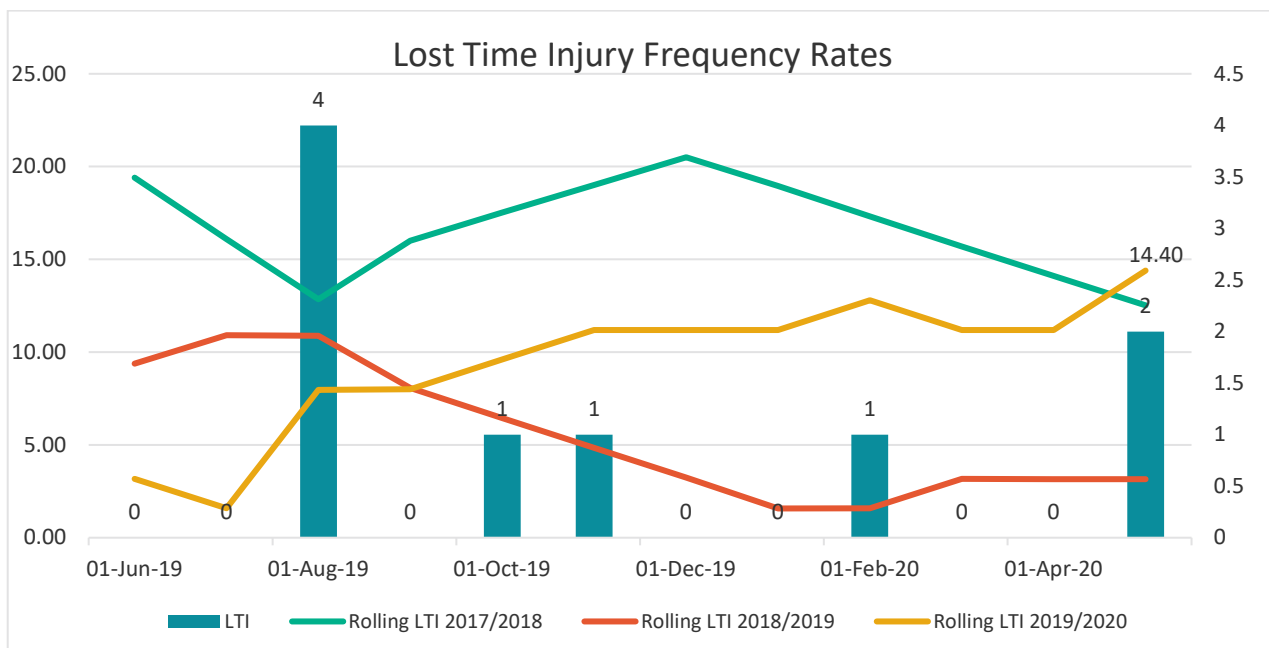
STATUS at the end of the month 53% completed actions 46% non-completed

WHS MONTHLY REPORT

ISSUES BY DIRECTORATE



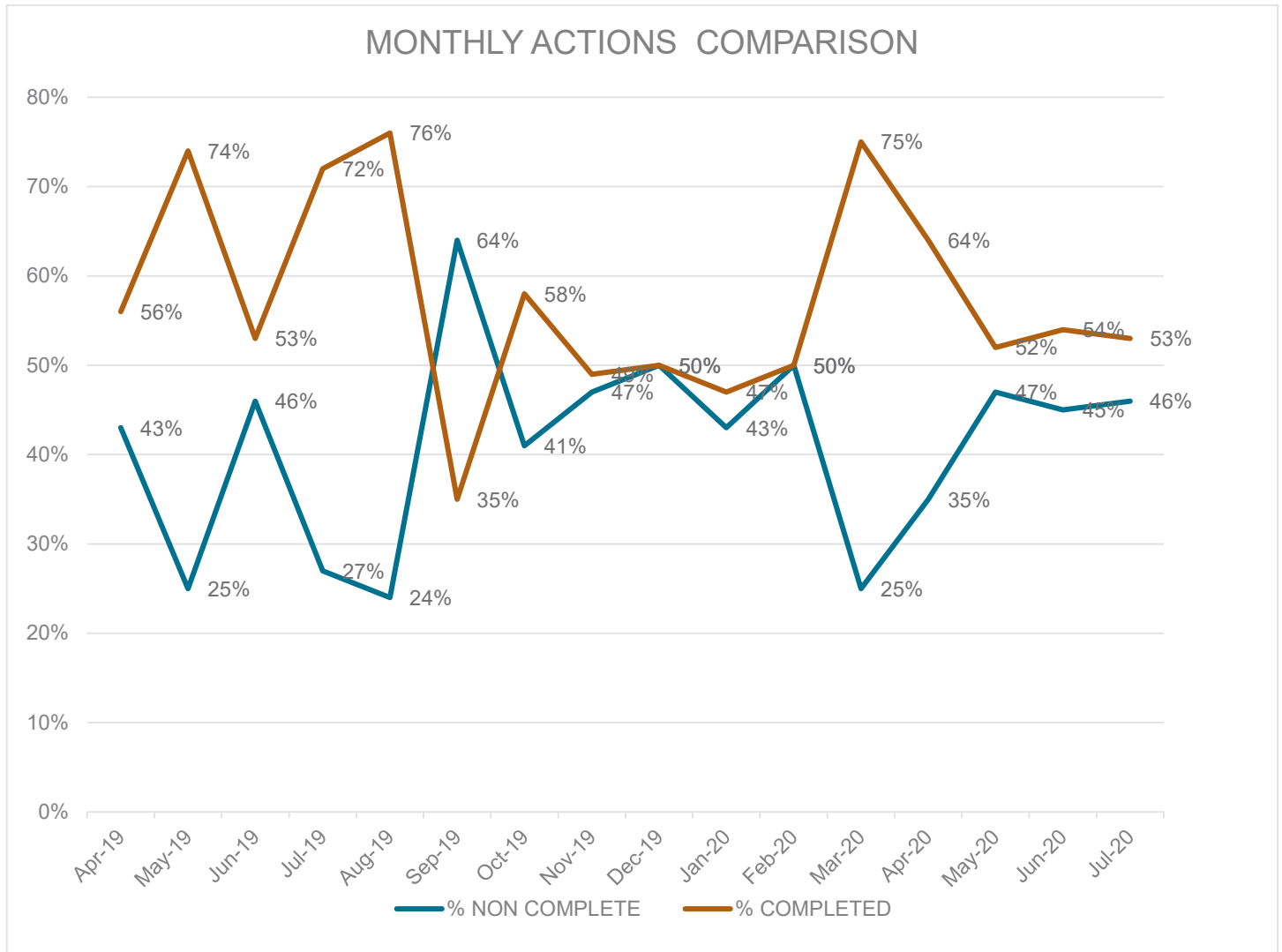
The lost time injury frequency rate graph has been added as this will be communicated through our safety reset. There is a slight increase in the frequency rate and whilst a lag indicator it is to be monitored. Last updated May 2020.



WHS MONTHLY REPORT

ACTIONS COMPLETED AND NON-COMPLETED FOR THE MONTH

This graph shows the monthly trend, this may be affected by the timeframes entered. The current trend is indicative that by end of month half of the actions are completed. This could be for various reasons and is regularly monitored. We believe it would be more acceptable to see about a 70% complete and 30% non complete split and will communicate this to be target. Data is still being gathered to look at this trending over time.



WHS MONTHLY REPORT

INDIVIDUAL KEY PERFORMANCE INDICATORS

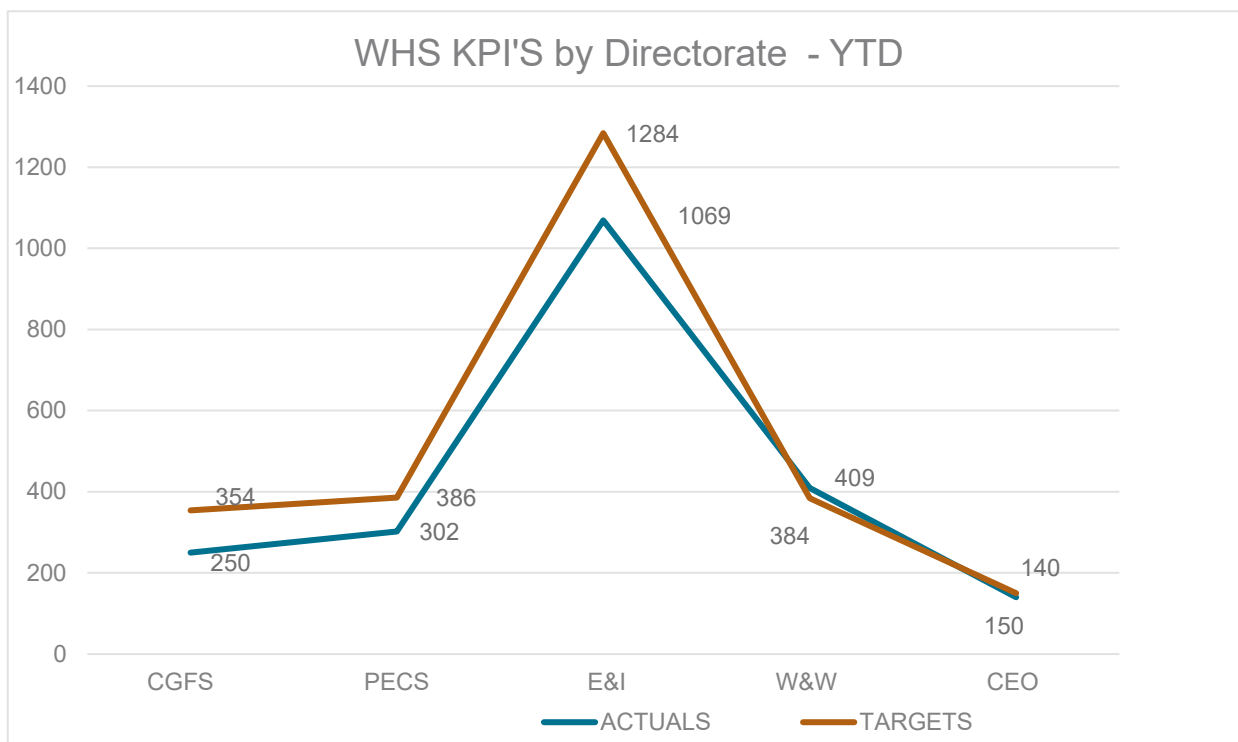
Each manager at M4 and above, as well as Directorate nominated M5's are required to complete a Key Performance Indicator (KPI), this supports the achievement of our overall safety objectives.

OBJECTIVE Establish KPI's for individual managers

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

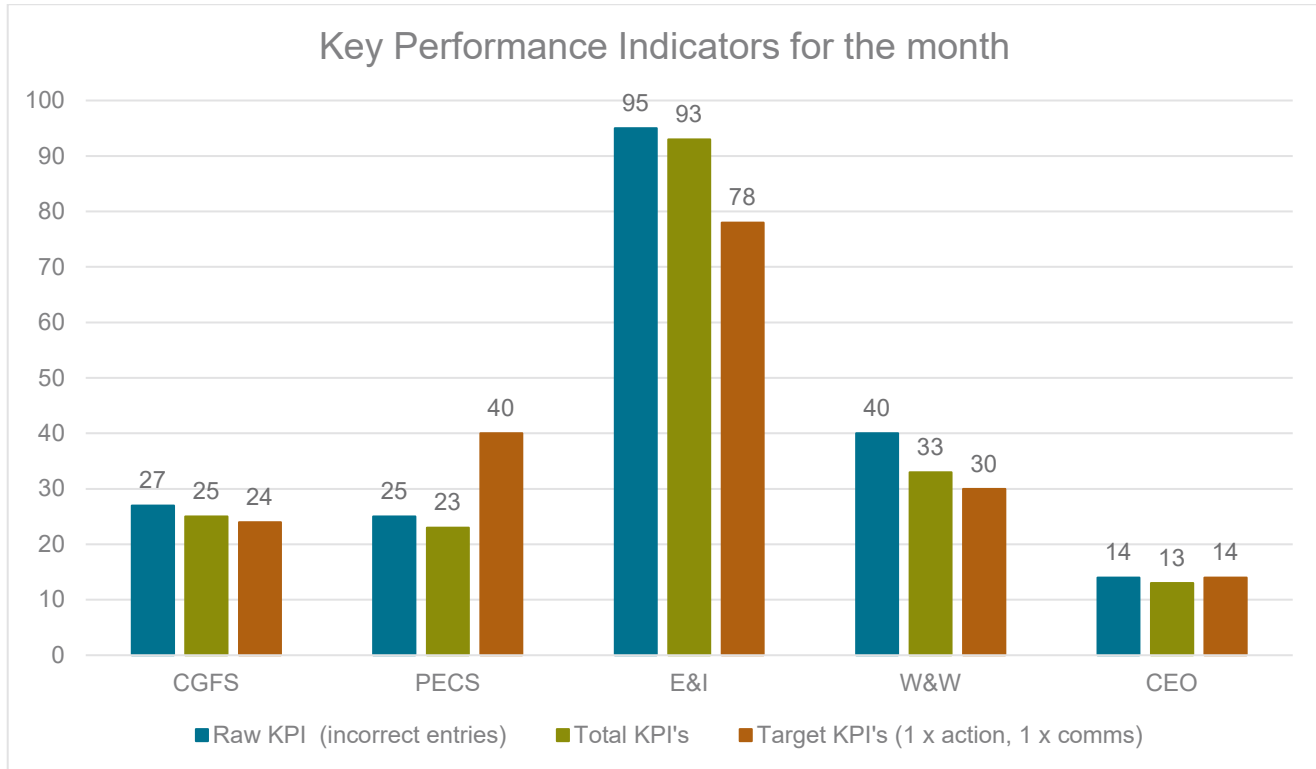
STATUS now including raw statistics into the monthly KPI's.

SAFETY ACTION x 1				
Conducted and completed a safety interaction 'Safety Chat form' with staff review process and risk management via SMART Inform = Safety Action	Conducted and completed a 'Wellbeing Chat' with someone via the 'Wellness Chat Form' in SMART Inform = Safety Action	Provided feedback on a WHS procedure with comments (Procedural Review) = Safety Action	Provided documented participation in an incident investigation/analysis = Safety Action	Completed a 'hazard inspection form' via SMART Inform including actions = Safety Action
SAFETY COMMUNICATION x1				
Attended an Operational WHS Committee Meeting (M3's only) = Safety Communication	Attend any toolbox meeting and presented a 'safety share' (Safety Bulletins, Alerts or a workplace/personal share) = Safety Communication	Attend an Outdoor toolbox Meeting and presented a 'safety share' (Safety Bulletins, Alerts or a workplace/personal share) = Safety Communication	Conducted a toolbox or prestart meeting <u>with your team</u> and have documented minutes recorded in SMART (the SMART Toolbox Inform can be used) = Safety Communication	



WHS MONTHLY REPORT

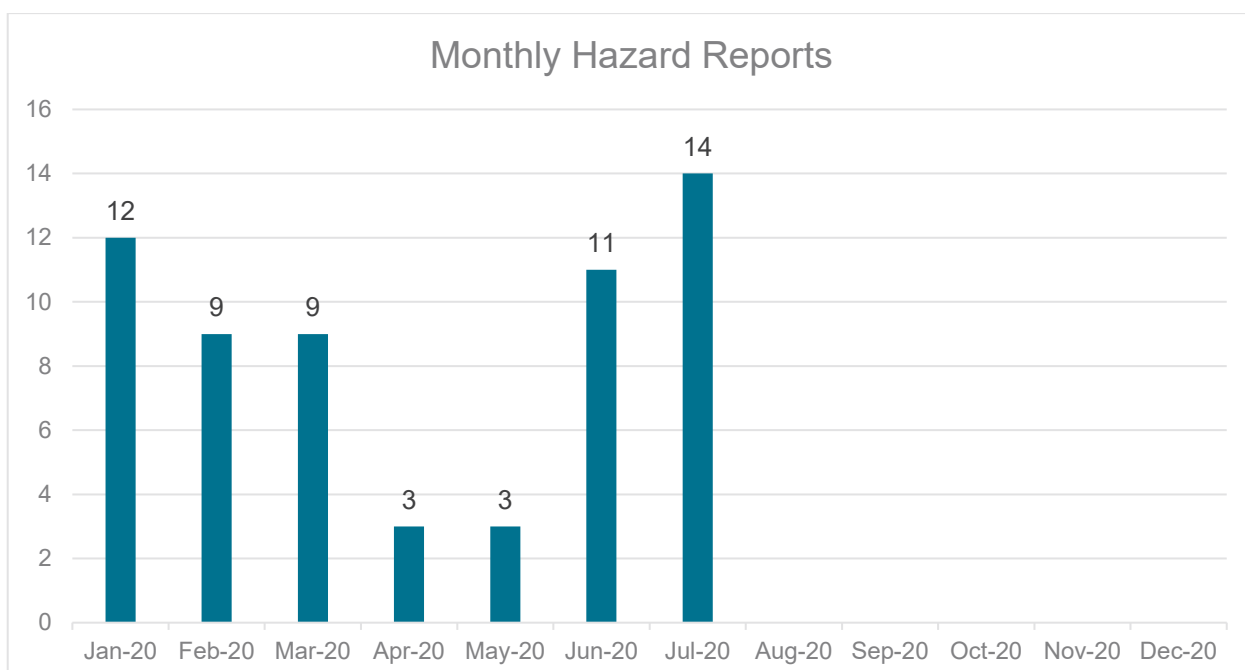
The raw statistics include entries which are incomplete (not sign off) or incorrectly entered. The numbers of these are down for the month.



Excellent result for CGFS, E&I and W&W, the OCEO is improving. A lower total for this month and a bit of work to do to get the YTD statistics up. YTD W&W and OCEO are performing well.

HAZARD REPORTS PER MONTH

A pleasing increase in the number hazards reported.



MEETING DETAILS Corporate, Governance and Financial Services
Standing Committee
Tuesday 11 August 2020

AUTHOR Liza Perrett

AUTHOR POSITION Manager Governance and Corporate Services

5.3 2019-20 ANNUAL OPERATIONAL PLAN – 4TH QUARTER PERFORMANCE REPORT

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with the 4th and final quarterly performance report, for period ending 30 June 2020, on the progress towards implementing the 2019-20 Annual Operational Plan.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. **Receive and note the 4th and final quarterly performance report on the 2019-20 Annual Operational Plan, for period ending 30 June 2020.**

BACKGROUND

Council adopted the 2019-20 Annual Operational Plan at its meeting held 25 June 2019 (resolution number 6148).

The Annual Operational Plan outlines programs, activities and targets that Isaac Regional Council will deliver within the 2019-20 financial year. These programs and activities are aligned to the five key priority areas in Council's 5 Year Corporate Plan – Isaac 2015-2020. The Operational Plan is also the foundation of Council's 2019-20 annual budget which provides resourcing for the identified programs and activities.

Each quarter, the Chief Executive Officer provides Council with an assessment of the organisation's performance via the Performance Report. Attached to this report is the 4th and final Quarter Performance Report: April – June 2020, providing Council with a performance review highlighting the progress in implementing the priorities and projects identified in the 2019-20 Annual Operational Plan.

Council will observe that some actions in the 4th and final Quarter Performance Report reflect a less than favourable performance against targets due to the impact of COVID-19. Appropriate commentary has been provided to acknowledge where targets have not been met, due to COVID, and identify how these will be remedied/progressed where applicable. A special status has been identified for this final Performance Report to recognise those programs and activities, where their delivery, were directly impacted by COVID-19 for ease of identification.

Following its adoption, the 4th and final Quarter Performance Report: April – June 2020 will be made available on Council's website.

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

Organisational Development Plan

The 2019-20 Annual Operational Plan incorporates the Organisational Development Plan. This performance report provides an update on the progress of the Organisational Development Plan actions that is part of the Annual Operational Plan.

IMPLICATIONS

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

CONSULTATION

- ELT
- All Managers
- Senior Advisor

BASIS FOR RECOMMENDATION

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

ACTION ACCOUNTABILITY

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

KEY MESSAGES

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

Report Prepared By: LIZA PERRETT Manager Governance and Corporate Services Date: 31 July 2020	Report Authorised By: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 6 August 2020
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ATTACHMENTS

- Attachment 1 – 4th and final Quarterly Annual Operational Plan Performance Report – 30 June 2020

REFERENCE DOCUMENT

- 2019-20 Annual Operational Plan

2019-2020 Annual Operational Plan Performance Report



4th Quarter Performance Report
Period Ending 30 June 2020
Resolution Number **XXXX**

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

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

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

The following provides an overview of council's progress towards implementing the 2019-2020 Annual Operational Plan for the period ending 30 June 2020.

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

LEGEND	TOTAL ACTIONS
On Target	5
Monitor	5
Not Met/Below Target	23
Not Met due to COVID-19	13
Not Proceeding	1
Completed	136
Total (183)	183



Communities

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

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

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

Comments:

Night-time audit completed mid-June 2020. 2019-2020 Program completed.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Tenancy / Housing Acquisition and Disposal	Implement the strategic acquisition and disposal program 5 – 10 year	30 June 2020	Corporate Properties	Not Met

Comments:

Delivery of the draft residential Housing strategy has been delayed till September 2020. This Strategy will inform the 5-10-year acquisition and Disposal Plan. Data collection and formulation template has been developed to capture all corporate asset data and formulate a renewal / replacement program that will guide council over a 10 - 20-year period, this will be updated annually. The proposed program will also serve as a guide to re-evaluate current operating costs vs revenue and will result in recommendations for possible rent increases as we move forward. None of this can be progressed further until the Residential Housing strategy is completed and adopted.

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

Comments:

Quarter	Programs		# Library Members
	# Programs	# Participants	
1 st Quarter	604	5,425	13,432
2 nd Quarter	265	2,698	9,495
3 rd Quarter	325	3,724	9,868

Following the first quarter result, library memberships were reviewed to remove the inactive members hence the reductions in the second quarter.

Isaac Regional Council libraries closed from 25 March to 18 May 2020 due to COVID19. While Libraries were opened on 18 May 2020, all program delivery was suspended. 3,564 residents visited the libraries in June 2020 from a total of 63,713 visitors in 2019/2020 Financial Year.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
IRC Halls & Centres Recreation Halls and Gyms Show Grounds	Establish first modernised community hubs (service centres) at Glenden and St Lawrence	30 June 2020	Engaged Communities – Community Hubs	Not Met
	Provide and operate halls and centres to deliver safe, efficient and cost-effective services	75% overall satisfaction	Community Facilities	Completed
	Provide effective and timely solutions to maintenance issues	90% compliance**		Completed
	Deliver annual capital works program	Schedules program delivered by 30 June 2020		Completed
	Undertake situational analysis reports for the Middlemount Community Hall, Dysart Civic Centre, Dysart Recreational Centre and Clermont Civic Centre as first stage toward development of a sustainable plan for Isaac halls and centres (stage 1 of W4Q funding - 2019-20 and 2020-21 funding program)	30 June 2020		Completed

Comments:

Establish Modernised Community Hubs – Establishment delayed due to land tenure issues and closure of non-essential services during COVID-19 pandemic. This will be rolling over to 2020-21 Financial Year Annual Operational Plan.

Provide effective and timely solutions to maintenance issues - All maintenance issues have been attended to in a timely manner. Notwithstanding, a number of long-term issues remain and will be the subject of further works during 2020/21

Deliver annual capital works program – Delivered without any incidents.

Undertake situational analysis reports – Completed.

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

Comments:

Completion of removal of tree hazards identified in identified as infringements in both Runways' Obstacle Limitation Surfaces (OLS).

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
IRC Aquatic Centres	Undertake regular audits to ensure an efficiently run and customer service focused environment	4 inspections/per quarter	Community Facilities	Completed
	One (1) x Customer surveys per year	65% + customer satisfaction		Not Met due to COVID-19
	Monthly status reports - 1 per facility per month (participation and usage, activities and events, safety and security, including hazards and incidents, incident register, water quality, staff and qualifications, asset management (maintenance))	100% (8/month received and validated)		Completed
	Deliver annual capital works program - Maintain sustainable community facilities to deliver safety and efficiency to the community users	Scheduled program delivered by 30 June 2020		Completed
	Provide efficient and timely solutions to maintenance issues	90% compliance		Completed

Comments:

Inspections – All inspections carried out in Quarter Four (4).

Customer satisfaction - The survey did not proceed due to the onset of COVID-19 restrictions and the corresponding closure of the swimming pools.

Monthly status reports – All monthly status reports completed and validated for this quarter.

Scheduled program - All scheduled capital works have been successfully completed. Additional unscheduled works on the Greg Cruickshank Aquatic Centre (GCAC) Heat Exchanger replacement remain incomplete following the receipt of incomplete tender proposals from suppliers. This is being re-released. The Moranbah Community Centre shovel ready project will also carry over into the 2020/21 Financial Year.

Maintenance – All maintenance requests received during the quarter were responded to and completed in a timely manner.

Water and Wastewater Services					
C1: Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost and effective services					
SERVICE AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Safety Management	Observance of Workplace Health & Safety procedures Field Audits	IMS Audits on Water and Waste sites	< 10/annum	Water & Waste	Completed
	Implement Risk assessment and training	Reporting of near misses	98% of identified near misses reported		Completed
	Safety Management of Contractors	Number of non-compliances and near misses	< 2		Completed

Comments:

Integrated management System (IMS) Audits – IMS internal Audits were put on hold due to COVID. Waste Services Special Audit (Remote) undertaken in May 2020.

Reporting of near misses – There were four (4) near misses reported this quarter across Water and Waste.

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

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

Comments:

Waste Services Certification achieved in May 2020.

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

Comments:

Five (5) requests received this quarter relating to MiWater system errors. All have been actioned as per customer standards.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Youth Services	Develop a Youth Management Strategy and Policy position	30 December 2019	Community Programs	Not Met
	Undertake a gap analysis of youth programs and events which support young people throughout the region and develops and advocacy and facilitation plan to address priority gaps	30 June 2020		Not Met

Comments:

Develop a Youth Management Strategy and Policy position - Carried forward to 2020/21 due to staff movements, researcher availability, and impacts of COVID-19. Revised delivery reflected in Engaged Communities business plan. To follow completion of Unmet Youth Needs Study. Aim to complete by 4th Quarter, 2020/21.

Undertake a gap analysis - Carried forward to 2020/21 due to staff movements, researcher availability, and impacts of COVID-19. Revised delivery targets reflected in Engaged Communities business plan. Regional Social Development Coalition (RSDC) engaged to complete Unmet Youth Needs Study in region. Study will commence by 2nd Quarter, 2020/21.

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

Comments:

Community Grants delivered as per annual program excluding:

Moranbah 50th grants - to be rolled forward to rescheduled date.

Round 15 grants - redirected to Special Emergency Community Grants - 10 applications approved at this stage.

2019 – 20 Quarter	Number of applications received		
	Major Grants	Minor Grants	Bursaries
Round 13	15	34	6
Round 14	15	23	12
Round 15	Suspended to redirect funds to support the Special Emergency Grant Program		

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Social Planning	Develop a Social Infrastructure Strategy	30 June 2020	Liveability and Sustainability – Social and Community Planning	Not Met

Comments:

Project identified in FY2020/21 operational planning for completion by June 2021. Project remains a high priority for Council and will be delivered in the forthcoming financial year. This project supports council's efforts to develop a robust impact assessment process for major projects, ensuring local interests and issues are captured in State approval processes.

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

Comments:

Program of public events suspended mid-March due to COVID19. Virtual program alternatives developed including #iso-create and online Storytime.

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

Comments:

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

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

Comments:

Isaac Regional Council libraries closed from 25 March to 18 May 2020 due to COVID19. Program delivery suspended.

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

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

Comments:

Programs, Events and Projects – Note libraries, museums and galleries closed from 25 March - Mid June 2020.

Volunteering program - Recruitment program suspended in the third quarter due to COVID-19 Libraries, Museums and Galleries.

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

Comments:

Due to COVID-19, no applications were received for Round Three (3). Funds will be redirected to Council initiatives to offer online engagement and event opportunities.

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

Comments:

328 volunteer hours at libraries and museums in Quarter three (3) - total of 804 hours for 2019/2020 Financial Year. Due to closures effective 25 March limited opportunities for volunteering in Quarter four (4).

2019 – 20 Quarter	Volunteer Hours at Libraries and Museums
1 st Quarter Outcomes	183
2 nd Quarter Outcomes	293
3 rd Quarter Outcomes	328
4 th Quarter Outcomes	Closed due to COVID-19

C4: Undertake programs to promote liveability (including urban design and affordable housing), health and wellbeing and community safety across the region.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Private Works	Inspection and assessment of new residential and commercial driveway applications	<10 working days	Infrastructure Planning and Technical Services	Completed
	Traffic Management Plans, review and approve			Completed
	Process Construction in Road Corridor permits			Complete

Comments:

Inspections – Meeting targets. All Applications are being processed within timeframe requirements.

Traffic Management Plans – Monitoring construction sites in conjunction with other Directorates to ensure safety and risk requirements are fulfilled. Traffic Management Plans that are received are being reviewed for approval as required.

Construction - Meeting targets. Applications processed within required timeframes.

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

Comments:

Heavy Vehicle – Meeting targets. Frequent inspections and assessments of critical points on routes are carried out immediately after receipt of applications.

Designated Route – Applications are being assessed when received and responses issued promptly to meet required timeframes.

Road Closure - Any applications received are assessed within the required timeframes.

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

Comments:

All projects were planned, designed and managed where required.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Local Laws – Responsible Pet Ownership	Number of Australia Veterinary Association (AVA) Pet and People Education Programs (PetPEP) presentations	Four (4) presentations per annum	Community Education and Compliance	Not Proceeding

Comments:

The Pawsitive Blueprint and a range of other initiative developed through the Domestic Dog Advisory Committee will replace the AUA Pet Rep Schedule for 2019/2020. The recruitment of the Education Officer has created the appropriate environment to develop a holistic pet education programme in line with the Australian Curriculum. The AUA Per Rep Schedule was based around the welfare of pets and not so much about responsible pet ownership and how to be safe around pets. The Schedule is no longer running.

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

Comments:

Two (2) x 1080 baiting programs delivered in 2019/20 financial year (September 2019 / March 2020).

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Regulatory Compliance	Approved inspection program – animal registration /keeping of animals	30 June 2020	Community Education and Compliance	Not Met due to COVID-19

Comments:

The approved inspection program has been deferred to the 2020-2021 financial year due to the impacts of COVID-19 and frugal budget.

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

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

Comments:

Oversight of development and process Indigenous Land Use Agreements (ILUA's) - All projects delivered within timeframes during Quarter Three (3).
Reporting and consultation on ILUA's – Liveability and Sustainability with Office of Director Planning, Environment and Community Services continuing responsibility of task until appointment the Community Relations Officer (CRO) (First Peoples) role when Full Time Equivalent staffing budget becomes available through vacancy within the Directorate.

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

Comments:

A well-attended centre – IRC museums closed due to COVID-19 on 25 March Clermont Historical Centre (CHC) restored services on 15 June 2020 and the Historic Nebo Museum restored services on 22 June 2020 80 people visited the Clermont Historical Centre (CHC) in the month of June 2020 from a total of 1,099 visitors in FY19/20 85 visitors visited Clermont Visitor Information Centre in June 2020. 1,237 visitors called on the Clermont Visitors Information Centre in FY19/20.

Only 1 person visited the Nebo Museum in June 2020. 147 people called on the Nebo Museum in FY19/20.

One (1) x exhibition a year – IRC museums closed due to COVID-19 on 25 March CHC restored services on 15 June 2020.

Visitor Information Centre - 85 visitors visited Clermont Visitor Information Centre in June 2020.

2019 – 20 Quarter	Centre attendance	Visitor information Centre
1 st Quarter Outcomes	706	859
2 nd Quarter Outcomes	990	1104
3 rd Quarter Outcomes	1019	1152
4 th Quarter Outcomes	80	85

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

Comments:

All works completed

2019 – 20 Quarter	Visitation
1 st Quarter Outcomes	94
2 nd Quarter Outcomes	134
3 rd Quarter Outcomes	48
4 th Quarter Outcomes	1

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

Comments:

The only activity at the Static Museum has been maintenance of the grounds by the Engineering and Infrastructure department. No building maintenance has been undertaken in 2019/2020 Financial Year.

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

Comments:

Galleries closed on 25 March and exhibitions postponed to 2020-21 financial year. Galleries effectively closed as at 30 June 2020 as no exhibition in place, first exhibition scheduled for 31 July 2020.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Cultural Heritage	Grosvenor Complex – Library Wall – Art Work Barada Barna Corporation Stage 1	15 July 2019	Engaged Communities and Community Hubs	Completed
	Grosvenor Complex – Library Wall – Art Work Barada Barna Corporation Stage 2	30 June 2020	Engaged Communities and Community Hubs	Not Met

Comments:

Stage one (1) – Completed in the 1st Quarter.

Stage two (2) - Carriage of Stage two (2) assumed by Corporate Properties and is scheduled to be completed by September 2020.

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

Comments:

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

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Recovery and Resilience	Review of existing Clarke Creek Community Plan to reflect contemporary recovery and resilience practices	31 December 2019	Liveability and Sustainability – Social and Community Planning	Not Met
	Finalise the implementation of awareness program for Isaac Recover Plan	31 December 2019	Liveability and Sustainability – Social and Community Planning	Not Met

Comments:

Social Planning resources only became effectively available from the Planning Environment and Community Services (PECS) Functional Review in February 2020. The project plans will need to propose new delivery dates taking that into account together with the current suite of major Resource Project Social Impact Assessment under consideration. Due to workload and budget constraints, these projects have been furloughed for the short term to enable completion of other priority projects in the Liveability and Sustainability portfolio, including Council's new planning scheme, Local Government Infrastructure Plan, Coastal Hazard Adaptation Strategy, Biosecurity Strategy, Social Infrastructure Strategy and Corporate Sustainability Strategy.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Procurement	Review and refresh the panels of preferred and pre-qualified suppliers (Organisational Development Plan 20.2)	30 June 2020	Contracts and Procurement	Not Met

Comments:

PSA (Preferred Supplier Agreement) panels for plumbing and electrical remain from last year's plan. This is an ongoing task. Categories are reviewed periodically. Program not fully completed for 2019-20 due to staff turnover, with COVID-19 also impacting on delivery.



Economy

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

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Investment Attraction	Draft an investment attraction framework.	30 June 2020	Economy and Prosperity - Economic and Tourism Development	Not met due to COVID-19

Comments:

Project delivery was impacted by the COVID-19 pandemic, the project will be for continuation in 2020/21. A Draft investment framework has been completed and has been reviewed by the Executive Leadership Team in advance of briefing Council. The Economic Indicators reports have been completed and Economic Profile in progress, industry specific prospectuses also to be completed.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Investment Attraction	Develop an investment prospectus	30 June 2020	Economy and Prosperity - Economic and Tourism Development	Not met due to COVID-19

Comments:

For continuation in 2020/21 - Economic Indicators reports format changed and Economic Profile snapshot in progress, industry specific prospectuses to be completed still.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Economic Development	Develop a (rolling) 12-month Action Plan to implement priorities of the Economic Development Framework	30 September 2019	Economy and Prosperity - Economic and Tourism Development	Not met due to COVID-19
	Implementation of the Economic Development Framework (12 month rolling) Action Plan for 2019-2020	30 June 2020	Economy and Prosperity - Economic and Tourism Development	Completed

Comments:

Develop a (rolling) 12-month Action Plan to implement priorities of the Economic Development Framework - Draft action plan delivery to Council was delayed through emergent COVID-19 responses, delivery of Economic Development framework has been ongoing regardless. 2020/21 action plan will be presented to Council in Quarter One (1) - 2020/21 to include COVID-19 response priorities.

Implementation of the Economic Development Framework (12 month rolling) Action Plan for 2019-2020 - Ongoing delivery of the Economic Development Framework has been ongoing.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Land Development - IRC housing estates	Administration of land sales – quarterly marketing of Anne St, Nebo	30 June 2020 (triggered by demand)	Economy and Prosperity	Below Target

Clermont Sale yards & Showgrounds	Provide efficient and timely solutions to maintenance issues	90% compliance	Economy and Prosperity - Saleyards and Showgrounds	Completed
	Deliver annual capital works program	90% of scheduled program delivered by June 2020		
	Deliver Revitalisation Project works	30 June 2020		Monitor
	Develop a Master Plan for the Clermont Saleyards and Showgrounds	30 June 2020		Completed

Comments:

Land Development – Nil administration of land sales. Quarter one (1) marketing through the Investment attraction industry prospectus proposed. A review is required to be completed on the contract of sale clauses before progressing further actions. specific quarterly marketing was not carried out.

Maintenance and Capital delivery targets – Maintenance requirements met, and Capital works program delivered in full except for the Spelling yards project which was impacted by Qld Rail engagement, but it is scheduled for completion in Quarter one (1) 2020/21.

Revitalisation project – Works delivered in full except for the Spelling yards project which was impacted by Queensland Rail engagement, but it is scheduled for completion in Quarter one (1) 2020/2.

Master Plan – Stage one (1) of Master plan all but spelling yards complete, Stage two (2) planning review conducted.

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

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

Comments:

All advocacy requirements met through collaborative input from Economy and Prosperity, Liveability and Sustainability, Engineering & Infrastructure and Office of the CEO.

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

Comments:

Presentation of Tourism strategy priorities to Council and a highlight being the growth in collaborative partnership outputs with Mackay Tourism.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Small Business Week	Host small Business week activities	Events across several communities	Economy and Prosperity - Economic and Tourism Development	Not met due to COVID-19
	Development and rollout Educational Program	100% 'good' or better rating		Not met due to COVID-19

Comments:

Host Small Business Week Activities – Small business month postponed to October, and planning for delivery progressing.

Development and rollout Educational Program - As above event postponed due to COVID-19.

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

Comments:

Business Support strategy actions being delivered, with a highlight being the implementation of the Shop Isaac Buy Local program.

Infrastructure

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



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

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

Comment:

Delivered 95% of the original 2019-2020 RMPC contract amount and a variation of \$1.5 million of additional scope. Works are complete.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Road Infrastructure	Deliver Council's maintenance grading program	Scheduled delivered +/- 10% budget	Infrastructure Parks and Recreation	Completed
	Deliver the annual Road Infrastructure Capital Works Program, including carry forward and externally funded projects (Roads 2 Recovery, Transport Infrastructure Development Scheme, etc)	Programmed maintenance works completed within FY +/- 10% budget		Completed

	Significant Road Infrastructure Pave, rehabilitation and/or seal: - Pasha Road - Mackenzie River-Capella Road - Golden Mile Road	Schedule delivered +/- 10% budget		Completed
	Resurfacing works as per schedule of locations	Schedule delivered +/- 10% budget		Monitor

Comments:

Maintenance grading program – Grading program will run over into late July due to minor weather and water issues.

Annual Road Infrastructure Capital Works Program - Program was delivered with carryover of 8% over of 4 different projects.

Road Infrastructure Capital Works Program - Pasha Road, Mackenzie River Capella Road and Golden Mile all issued Practical Completion. Minor items outstanding for Pasha and Golden Mile Road with QA reviews and variations still to be reviewed and approved. Overall budget achieved within targets however Golden Mile individually exceeded the 10%.

Resurfacing works - Rural reseal works have been completed. Due to cold weather decision to delay to September was made. Boral to submit a new program early August.

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

Comments:

Operational works - Delivered as per program.

Operations programs for the North Coastal Regions - Maintenance of cane haul roads being undertaken and Road Maintenance Performance Contract (RMPC) works being undertaken.

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

Comments:

No private works for this quarter.

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

Comments:

Funding applications for Phillips Creek Bridge construction and for Bully Creek Bridge replacement have been submitted. Budget bid for same for the design of Bully Creek Bridge submitted through Council Project Accountability Gateway process. Awaiting outcome of applications.

Water and Wastewater Services

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Supply of safe and reliable recycled water	Undertaking studies to determine effluent management plans and upgrade of effluent treatment processes	Compliance with Environmental Authority (DES) - 100% Compliance	Water & Wastewater	Completed
	Undertaking condition evaluations of recycled water Quality	Compliance with Environmental Authority (DES) - 100% Compliance	Water & Wastewater	Not Met
		Isaac Regional Recycled Water program completed and commissioned 30 June 2020	Water & Wastewater	Completed

Comments:

Undertaking Studies to determine effluent management plans and upgrade of effluent treatment processes - Funding has been reduced due to COVID-19 which will in turn reduce recycled water improvements.

Undertaking condition evaluations (Compliance) – Nebo recycled water is not compliant with current Environmental Authority (EA). A Transitional Environmental Plan (TEP) s soon to be put in place to rectify this.

Undertaking condition evaluations (Isaac Regional Recycled Water Program) - Recycled water programs in place for all Isaac Regional Council sites with A class water completed.

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

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

Comments:

Works are completed and all Quality Assurance documentation has been approved.

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

Comments:

Cleaning, servicing and general maintenance - Significant improvement to service levels, due to COVID-19 requirements.

Improvements – two (2) facilities closed due to structural deficiencies identified. Minor improvements made in general for improved sanitation, such as liquid soap dispensers.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Maintenance - Sportsgrounds and open space areas	Improvement in asset rating over previous year	90% of Council's Service Level Standards met	Parks and Recreation	Completed
	Renewal/replacement of softfall throughout parts of the region	30 June 2020		Not Met due to COVID-19

Comments:

Improvement on asset rating - Council Parks Service Levels continued to be met, despite restrictions of COVID-19. Adoption of ROSS (Recreational Open Space Strategy) paves the way for a revision and formalisation of Service Level Agreements (SLA).

Renewal/replacement of Softfall – The replacement of Softfall at Carmila was on track for completion but has since been delayed due to lack of availability caused by COVID-19. Completion due in August 2020.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Asset Maintenance - Playgrounds - Maintenance	Continual improvement via agreed program: Compliant and safe playgrounds* *Australian Standards, AS4685 Parts 1 to 6 Undertake a full IRC Playground Audit	100% delivery of playground inspections/quarter 30 June 2019	Infrastructure Parks and Recreation	Completed
	Upgrade/replacement of playground equipment and structures throughout the region	30 June 2020	Infrastructure Parks and Recreation	Not met due to COVID-19

Comments:

Playground Audit - All planned, regular inspections on target and monitored as per Australian Standard. Next full audit due in 2020/21 financial year.

Upgrade/replacement - Carmila playground upgrade delayed by lack of equipment due to COVID-19. Completion due in August.

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

Comments:

Good weather conditions, adequate water and scheduled maintenance has led to parks provided at a high standard.

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

Comments:

Open Space and Recreation Strategy completed and adopted in June 2020 Ordinary Meeting.

I4: Maintain high preparedness and capability to respond to natural disasters that impact on regional communities and infrastructure.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Disaster Management – Flood monitoring	Installation of flood monitoring systems as per program	30 June 2020	Organisational Safety	Completed

Comments:

Component with responsibility of Isaac Regional Council have been completed and funds fully expended. Note - IRC are still awaiting final reports and an update from Central Highlands Regional Council (CHRC).

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

Comments:

The plan is due to commence revision again shortly and post COVID-19 has triggered the need for some amendments, but this will be 2020/21.

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

Comments:

Communications plan was placed on hold due to Local Disaster Coordination Centre on stand up through COVID-19 pandemic. However cognisant of need to commence as soon as practical in the lead up to the upcoming storm season.

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

Comments:

Completed in Quarter two (2) VHF units installed in six (6) vehicles strategically placed around the region. The base station is located in the Local Disaster Control Centre building. We were on budget in the completion of the project. The last remaining objective is to conduct a desktop exercise to test the functionality of the unit, but this is part of normal operations.

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

Comments:

The two (2) Collaroy timber bridges replacement project as well as the flood ways were completed successfully.

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

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

Comments:

Scheduled maintenance visit happened in June - no major defects found. System has been relatively stable.

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

Comments:

Framework adopted; Strategic Asset Management Plan delayed due to COVID-19, Staff turnover and prioritisation of Project Accountability Gateway budget process. The draft Assessment Management Plan is now scheduled for competition for September 2020, with adoption by Council now planned for December 2020.

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

Comment:

Framework utilised for 2020/21 Budget process successfully. Review to be undertaken during Quarter one (1) FY 2021.

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

Comment:

The 2019/20 Fleet replacement programme has been completed with 100% delivery.

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

Comment:

All renewal projects completed. Minor carry over of re-sheet project due to procurement issues.

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

Comments:

Demand for facilities has declined significantly due to COVID-19. All requests have been accommodated, including some new requests for exercise classes in parks.

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

Comments:

All identified works completed.

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

Comments:

Five (5) Year programme has been completed, new ten (10) Year programme to be formulated by end of September 2020.

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

Comments:

Minor Carry forwards for 2019/20 financial year, mostly due to COVID-19 restrictions, this had no impact on the target measure, which was achieved by re-prioritising.

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

Comments:

Completed during the 3rd quarter. Update to system, includes teleconference facilities upgrade.

Water and Wastewater Services

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

SERVICE AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Provision of Reliable Water Supply and Waste Water Services	Negotiate improved and cost-effective allocations with mining companies to ensure sufficient supply at the best value for money	Water allocation and pipeline agreements in place	31 December 2019	Water & Wastewater	Not Met
	Water mains breaks	Per 100km / year	<30	Water & Wastewater	Completed
	Incidents of unplanned interruptions	Per 1,000 connections / year	<50	Water & Wastewater	Completed
	Water quality related complaints	Per 1,000 connections / year	<20	Water & Wastewater	Not Met
	Drinking water quality	% of samples tested with no E. coli detection / year	98%	Water & Wastewater	Completed
	Construct/activate a new water connection within the following time frames once the invoice has been paid by the property owner	<ul style="list-style-type: none"> A standard connection A non-standard connection 	<30 business days <50 business days	Water & Wastewater	Completed
	Time to respond to water incidents – water quality complaints, burst mains, supply interruption	% of response to incident <12 hours	<4 hours	Water & Wastewater	Completed
	Sewer mains breaks and chokes (blockages)	Per 100 km / year	<20	Water & Wastewater	Not Met
	Sewerage complaints – overflow on properties and odour	Per 1,000 connections / year	<15	Water & Wastewater	Completed
	Construct/activate a new sewerage connection within the following time frames once the invoice has been paid by the property owner	<ul style="list-style-type: none"> A standard connection A non-standard connection 	<30 business days <50 business days	Water & Wastewater	Completed
	Time to respond to sewerage incidents – blockages, chokes, overflows	% of response to incident <12 hours	<4 hours	Water & Wastewater	Completed
	Total water and sewerage complaints (any nature)	Per 1,000 connections / year	<50	Water & Wastewater	Not Met
	Asset Management	Planned Maintenance Program on all W&W assets	2019-20 program delivered	30 June 2020	Water & Waste
Asset Management Plans		All Water and Waste plans in place	30 June 2020	Not Met	

Comments:

Water allocation and pipeline agreements - Negotiations still ongoing to ensure the best outcome for Isaac Regional Council. Active negotiations include Pembroke and Anglo American for Moranbah, Anglo American for Middlemount and BMA for Dysart.

Water Main Breaks - Council had 24.9 water main breaks /100 km of water main for this financial year, which is well within the target limit of 30 water main breaks /100km.

Incidents of unplanned interruptions – Council had 5.67 unplanned water disruptions / 1000 connection for this financial year, which is well within the target limit of 50/1000 connection.

Water quality related complaints - Water quality complaint is well within the target limit of all 7 towns except Clermont. Elevated Iron and Manganese in the treated water created colour issues in the distribution network, during February and March 2020. Drinking water quality - Council is currently 100% compliant with E Coli criteria as per the Australian Drinking Water Guidelines.

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

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

Sewer mains breaks and chokes (blockages) - Wastewater main breaks and chokes are on target for Moranbah, Dysart and Nebo. However, Clermont, Middlemount and Glenden are below the target. Council received overall complaints of 22.2 /100 km of wastewater main for this financial year, which is just below the target limit of 20 / 100km. This may be due to the age of the infrastructure.

Sewerage complaints – Council had 4.1 complaints on wastewater overflow and odour at properties /1000 connection for this financial year, which is well within the target limit of 15/1000 connection.

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

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

Total water and sewerage complaints (any nature) – This key performance indicator is below target due to Clermont water quality issues during February and March 2020.

Maintenance Program – The completion of advised asset tasks has been completed.

Asset Management Plans (AMPs) - Data collation has been hampered by COVID-19.

Water and Wastewater Services

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

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

Comments:

Target Measure % of capital program delivered to budget – Actuals at 71.6% with commitments like Clermont Reservoir.

All sub programs in the water & wastewater capital program have been completed on time and in budget – Some delays with multi causes, including COVID-19.

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

Comments:

Computer maintenance management systems generating asset work orders – CMMS (Computerised Maintenance Management System) is in place and is being upgraded and implemented. Operational Team to complete tasks assigned before new tasks generated.

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

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

Comments:

Nil Building Application Received during the period. Eleven (11) properly made plumbing applications received and approved within ten (10) business days. One (1) concurrence Referral - dealt with in the time frame

Environment

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



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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Statutory Planning - Regional Planning Scheme	Statutory consultation for Regional Planning Scheme	31 December 2019 30 June 2020*	Liveability and Sustainability –Strategic Land Use Planning and Development Assessment	Completed
	Adopt new Regional Planning Scheme	30 June 2020 31 March 2021*		On Target

*Amendments adopted at Council's meeting 17 March 2020, Resolution 6515

Comments:

Statutory consultation for Regional Planning Scheme – Planning scheme renotification process commenced 8 June 2020. Concludes 20 July 2020. Ministerial consideration for adoption to occur thereafter.

Adopt new Regional Planning Scheme - Planning scheme adoption target revised in 2020/21 financial year operational planning to 31 March 2021 due to State Government caretaker period impacting on approval timeframes.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Statutory Planning - Local Government Infrastructure Plan (LGIP)	Statutory consultation for Local Government Infrastructure Plan	31 December 2019 30 September 2020*	Liveability and Sustainability –Strategic Land Use Planning and Development Assessment	On Target
	Adopt new Local Government Infrastructure Plan (consolidated)	31 December 2019 31 March 2021*		On Target

*Amendments adopted at Council's meeting 17 March 2020, Resolution 6515

Comments:

Statutory consultation for Local Government Infrastructure Plan (LGIP) - LGIP commenced public consultation on 8 June 2020, concluding 4 August 2020.

Adopt new Local Government Infrastructure Plan (consolidated) - LGIP adoption target revised in 2020/21 financial year operational planning to 31 March 2021 due to State Government caretaker period impacting on approval timeframes.

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

Comments:

Provision of development information and advice within 7 days – 100% of duty planner enquiries responded to within seven (7) days.

Number of discussions held with investors/developers – Three (3) pre-lodgement meetings held during Quarter Four (4).

Applications assessed within prescribed timeframes - 100% of applications assessed within statutory timeframes.

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

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

Comments:

Four (4) x programs completed during 2019/20 financial year. Completion of Sarchedon Drive Weed Spray project undertaken during Quarter Four (4).

E3: Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Wash-down Facilities	Provide efficient and timely solutions to maintenance issues	Target of 90% compliance	Economy & Prosperity	Completed

Comments:

Maintenance requirements short and long term have been proactively addressed.

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

Comments:

One (1) x Investigation April two (2) x Investigations May and two (2) x Investigations June. All have been addressed within 20 business days.

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

Comments:

Nil Trade Waste applications received in the quarter.

EN3: Environmental Management

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

Comments:

More than ten (10) Integrated management System (IMS) Audits carried out in 19/20. This includes safety, environmental and quality procedures. – IMS internal Audits were put on hold due to COVID-19 within Quarter four (4). Waste Services Special Audit (Remote) undertaken in May 2020

Waste Business Performance Targets

SERVICE AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET/MEASURE	RESPONSIBILITY	STATUS
Waste Management Operations and Management	Missed Services	Number of missed services/months	<10 per 5000 services	Waste Management	Completed
	Collection of missed services	Response time for collection of missed services	90% within 36 hours		Not Met
	Bin repair/replacement requests	Response time to repair/replacement requests	90% within 5 working days		Not Met
Landfills and Transfer Stations	Compliance with Environmental Authority (EA)	Compliance with all elements of EA	<95% Compliance	Waste Management	Completed
	Delivery of compliant facilities in line with Department of Environment and Science (SED) requirements.	Compliance with all elements of EA	<95%		Completed
	Nuisance complaints (odour/litter)	Number of complaints/1,000 transactions/site	<20/annum		Completed
	Notices of scheduled site closures	Public notices	>7 days		Completed
	Develop a suite of strategy documents to support the sustainable delivery of Waste Management services and capital works in line with community expectations and council resources	Development and adoption of a Public Waste Strategy for the region	30 October 2019		Completed
Complaints	Customer complaints non-price related	Number of complaints/1,000 transactions/site	<10/annum	Waste Management	Completed
Stormwater Management	Stormwater & Leachate Management and Landfill Rehabilitation (Moranbah, Clermont)	Construction of formalised Stormwater & Leachate Program	30 August 2019	Waste Management	Completed
Transfer Station Asset Management	Maintenance on Transfer Station/s across the region	Transfer Station Asset Maintenance	30 June 2020	Waste Management	Completed
Waste Reduction and recycling education programs	One media/public notice article in Council communications each quarter	One media/public notice article in Council communications each quarter	1 article/quarter	Waste Management	Completed

Comments:

Missed services/collect of missed services - 74 missed services in Quarter four (4), this is just over a 50% reduction from last quarter, i.e. 2.1 missed services per 5,000 services and therefore on target for Quarter four (4). Performance on this indicator continues to improve following on from initial problems with the new waste collection contractor in October 2019, but is below target for 2020-21 overall because of lower performance in Quarter two (2) and Quarter three (3).

Response time for collection of missed services - The average percentage collected within 36 hours is 88% in Quarter four (4). This is still below target.

Performance on this indicator continues to improve following on from initial problems with the new waste collection contractor in October 2019. The figure for June was 100%, but is below target for 2020-21 overall because of lower performance in the first 6 months of the new contract.

Bin repair/replacement requests - Total number of repairs / replacement requests - 50. 58% were completed within five (5) working days.

Performance on this indicator continues to improve following on from initial problems with the new waste collection contractor in October 2019. The figure for June was 100%, but is below target for 2020-21 overall because of lower performance in the first 6 months of the new contract.

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

Delivery of compliant facilities in line with Department of Environment and Science (DES) requirements - Up to date on Environmental Monitoring, Waste Levy Payments & Reporting Requirements.

Nuisance Complaints – One (1) complaint - odour/ litter in Moranbah - June 2020.

Notices of scheduled site closures - On Target – Notices for Clermont, Mackay and Rockhampton Show Holidays issued within target time.

Develop and adoption of a Public Waste Strategy - Approved by Council 26 May 2020 (Resolution 6623).

Complaints – No Complaints in Quarter four (4)

Stormwater Management - Contracts awarded. Construction due to be completed in 2020-21 Quarter one (1).

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

Waste Reduction and recycling education programs - Darling Dave TV, radio, webpage and social media campaign.

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

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

Comments:

Four (4) x revegetation projects completed during 2019/20 financial year.

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

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

Comments:

Flying fox season concluded approximately April 2020. Preparations commenced for 2020/21 season including public awareness campaign.

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

Comments:

Council resolution in May 2020 to nominate representatives to executive committee and working group of Reef Guardian Councils.

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Environmental Health - Illegal Dumping	Reduction of illegal dumping through education campaign	30 June 2020	Community Education and Compliance	Not met due to COVID-19
	Clean up event in partnership with Natural Resources Officers	One (1) Clean-Up event per annum	Community Education and Compliance	Not met due to COVID-19

Comments:

Reduction of illegal dumping through education campaign - Deferred due to COVID-19 Pandemic. A Pilot Program is currently designed for Council consideration in 2020-2021 financial year.

Clean up event in partnership with Natural Resource Officers - Deferred due to COVID-19 Pandemic. A Pilot Program is currently designed for Council consideration in 2020-2021 financial year.

Governance

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



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

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

Comments:

44 - General media releases issued. 104 - Public notices distributed. 52 - Media inquiries.

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

Comments:

All programs deliverables on target. Three (3) editions of Isaac News distributed to the community. 13 Clermont Rags have been published and distributed during Quarter four (4).

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

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Community Leasing	Reviewed and endorsed Leasing Strategy with associated Policies	30 June 2020	Community Facilities	Not Met

Comments:

The policy document continues to evolve as new situations are emerging within the leasing space. This work has been included within the Community Facilities Business priorities for 2020/21. Completed review. Draft new Policy to be finalised

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

Comments:

Budget to be adopted 29 July 2020. Annual Operational Plan has been drafted, being consulted and is on target to be adopted on 29 July 2020.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Corporate Plan	Draft develop new 5-year Corporate Plan for adoption early 20/2021 (includes community consultation)	30 June 2020	Governance and Corporate Services	Not Met

Comments:

Council endorsed to develop a bridging interim Corporate Plan for two years due to COVID-19. The aim is to commence preparations post COVID-19 for a more comprehensive review and development of the Corporate Plan, including a review of the Community Plan.

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

Comments:

The strategic and operational Work Health and Safety committees are on target. The Work Health and Safety Strategic Committee has been moved to bi-monthly. Training is the outstanding item.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Staff Development	Adopt a Learning and Development Strategy	30 June 2020	People and Performance	Not Met due to COVID-19

Comments:

Draft strategy in final People & Performance review stage by Manager People & Performance. To be presented to the Executive Leadership Team for review and feedback/comments before consultation.

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

Comments:

Price Path for 2020/21 has been established. Five-year modelling will be completed throughout 2020/21 and forms part of the 2020/21 Annual Performance Plan (APP) and Annual Operational Plan (AOP). Five-year modelling was originally planned for 2019/20 however as asset management and project planning matured, new direction was to delay a further year.

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

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

Comments:

End of Financial year stocktakes completed.

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

Comments:

Updated Policy and procedure confirmed. Regular compliance reporting to Audit & Risk Committee continuing. Local preference Policy updated and adopted by Council. Exception and deviations reporting developed with first presentation to ELT in the first quarter 2020/21 financial year. Education program on updated Policies and Procedures to be undertaken. Do monitor the exceptions that are raised and address with the individuals by educating or challenging where appropriate.

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

Comments:

All contracts for tenders compliant with Local Government Regulations 2012.

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

Comment:

Data centre and Citrix environments have been audited and the resulting action lists are being processed. Ongoing.

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

Comments:

A 10-Year Fleet and Plant Replacement programme has been implemented along with 2020-21 Revised Plant Hire Rates.

The Fleet and Plant Business Model, although vague and intent not specified will form part of ongoing Fleet and Plant review which will be the basis of the Fleet and Plant Strategy and associated Service Level Agreement (SLA) going forward. this will be finalised in November 2020.

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

Comments:

Completed. Depreciation methodology and estimates have been applied to property, plant and equipment.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Risk Management	Develop Business Continuity Plan	30 June 2020	Governance and Corporate Services	Not Met
	Review and monitor Strategic and Operational Risk Registers	30 June 2020		Completed

Comments:

Develop Business Continuity Plan – COVID-19 has prioritised pandemic Business Continuity Planning development. Project commenced.

Review and monitor Strategic and Operational Registers – Operational Register on Track. Strategic Register to be further reviewed with Executive Leadership Team as part of ongoing monitoring.

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

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

Comments:

Through this quarter the website capacity has been enhanced with community recovery information and service interruption updates. Ongoing assessment of website capacity vs service expectations.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Customer Service Delivery and Customer Relationship Management (CRM)	Review the: <ul style="list-style-type: none"> • Customer Service Strategy and Charter; • Implement a corporate Customer Relationship Management system – continue organisational wide roll-out/functionality 	30 June 2020	Engaged Communities – Information Technology	Not met due to COVID-19

Comments:

Carried forward to FY2020-21. Delay due to key staff availability and subsequent review of project plan and priorities in implementation of the PECS Functional Review.

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

Comments:

New bid proforma submitted to the Department for 2021 intake, requesting for seven (7) trainee/apprentice placements.

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

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

Comments:

All reporting for the 4th Quarter is complete. All areas of reporting continue to work on improvements in reporting with continued discussions at Executive Leadership Team Meetings and Committees to ensure continued reporting improvement and to meet the requirements of stakeholders.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY	STATUS
Internal Audit	Review/Adopt Internal Audit Annual Program	01 August 2018	Governance and Corporate Services	Completed
	Conduct at least four (4) Audit Meetings	100%		Completed

Comments:

Audits being conducted as per Internal Audit Plan.

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

Comments:

All scheduled meetings held as per work plan.

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

Comments:

Annual Report published. Printed copies have been distributed to stakeholders.

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

Comments:

Council reports delivered on time. 2019/20 budget and audited financial statements completed within legislative timeframes. 2020/21 budget to be adopted on 29 July 2020. As a result of COVID-19, decision made by management to delay. Budget workshops completed and budget effectively set by June. Annual financial statement preparation commenced (shell accounts) and will be further progressed in coming months. All delivered within appropriate legislative requirements.

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

Comments:

Trade creditors are paid within acceptable timeframes. Further emphasis to pay promptly in light of COVID-19.

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

Comments:

Elections held. Onboarding completed, including induction program undertaken.

COMPLIANCE REFERENCES:

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

Elections held. Onboarding completed, including induction program undertaken



Council as at 27 March 2020

CEO'S ORGANISATIONAL DEVELOPMENT PLAN

The following provides an update on the Organisational Development Plan (ODP) activities as incorporated into the 2019-20 Annual Operational Plan

G - Governance and Planning

O - Organisation and Operations

P - People

W - Women in Local Government



GOVERNANCE AND PLANNING (G)

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G02	Integrated planning and corporate planning cycle	G02.01	Establish integrated planning framework document	MGCS		Q1				Work progressing and includes the corporate calendar and other statutory documents (Corp Plan)
G02	Integrated planning and corporate planning cycle	G02.04	Establish clear direction regarding planning and reporting obligations	DCGFS		Q1				Corporate Calendar established
G02	Integrated planning and corporate planning cycle	G02.07	Commence process for new Corporate Plan post 2020 election	DCGFS				Q4		In May Council adopted a workplan for developing the new shorter-term Corporate Plan, pending a more comprehensive review post COVID
G03	Strategic financial management	G03.03	Integrate financial plan with asset management plans	DCGFS			Q4			Asset Management plans currently being progressed through Enterprise Assets following completion of Project Accountability Gateway process
G03	Strategic financial management	G03.05	Identify initiatives to diversify revenue and contain costs	DCGFS			Q3			Completed. Revenue sources reviewed through budget process, along with monitoring expenses against Long term financial forecast (LTFF). This included identifying zero based business units.

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G04	Asset management	G04.03	Define and demarcate roles of Enterprise Asset Manager, Asset Custodians and Asset Users (including service providers and program managers)	CEO	Q4					Completed with restructure in key directorates
G05	Risk management	G05.02	Establish strategic and operational risk registers	MGCS			Q2			Completed. Operational Risk Registers. Strategic register is due for review with ELT
G05	Risk management	G05.03	Establish risk management procedures and reporting regime	MGCS			Q3			In progress. Reporting and monitoring has been distributed to MLT to incorporate as business as usual. Further refinement to occur
G05	Risk management	G05.04	Adopt hierarchy of operational risk registers and incorporate into business plans	MGCS			Q3			Completed. MLT have been requested to ensure Risk Registers are used as one of the reference points for their Business Plans and budget preparations
G06	Organisational performance management	G06.01	Establish organisational performance management framework	MGCS			Q3			Commenced considerations in business plan framework and reporting

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G06	Organisational performance management	G06.02	Implement high level organisational performance reporting	MGCS				Q1		Yet to be commenced. Design and implementation will be considered with the review and finalisation of the new Corporate Plan
G08	Reporting and agenda development	G08.05	Establish dedicated portal for Elected Members and senior Officers to host distribution of agenda's, corporate documents, registers and other information	DCGFS				Q1		Completed as part of onboarding of new Council
G09	Standing Orders	G09.01	Facilitate production of new Local Law (Standing Orders)	MGCS			Q1			Adopted State Government Model Standing Orders and Meeting procedures 20 November 2018. To review and determine if proceeding to Local Law. No further action required at this time. No longer required.
G10	Governance-operations interface	G10.02	Further develop Councillor Help Desk processes and integrate with Customer Service and Workflow systems	CEO			Q1			Councillor Help Desk processes and integration with Customer Service and Workflow Systems raised with IMS Content Specialist Group. CRM matter raised through the IMS forum with ITC. Work progressing with ICT Steering Committee.

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G10	Governance-operations interface	G10.04	Establish protocols for building and maintaining trust and teamwork involving Councillors and Senior Officers	CEO		Q4				Completed
G11	Audit	G11.03	Adopt annual Internal Audit Programs with stronger relevance to strategic and operational risk registers	MGCS		Q2				Rolling Internal Audit Plan endorsed which was developed with reference to the enterprise risk register Completed
G12	Economic development	G12.01	Adopt new Economic Development Strategy, Local Business Support Strategy and Tourism strategy	MEDC			Q1			Completed All three strategies adopted by Council in March 2019
G12	Economic development	G12.02	Critically review resource allocation to ensure strategies are achievable	DPECS				Q3		Completed through the Planning Environment and Community Services functional review approved by Council in May 2019
G12	Economic development	G12.03	Establish agreements with regional organisations regarding demarcation and compatibility protocols	MEDC				Q4		Completed – All regional organisations have since adopted strategic plans in collaboration with one another that clearly establish demarcation, collaboration and engagement protocols to optimise regional outcomes.

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G12	Economic development	G12.04	Establish local taskforce as and when required for cooperative approach to exploiting significant economic opportunities involving private sector and community leaders eg Galilee Basin	CEO				Q4		This is ongoing advocacy work through the Greater Whitsunday Council of Mayors. No longer required.
G13	Climate change	G13.01	Adopt Climate Change Policy	DPECS			Q3			This area has focussed on the climate change policy issues for coastal hazards to date, with significant progress being made with the State in relation to the propose Regional Planning Scheme.
G13	Climate change	G13.02	Adopt Climate Change Mitigation Strategy	DPECS				Q1		This area has focussed on the climate change mitigation strategies for coastal hazards to date, with significant progress being made with the State in relation to the propose Regional Planning Scheme.
G13	Climate change	G13.03	Adopt Climate Change Adaptation Strategy	DPECS				Q1		The Coastal Hazards Adaption Strategy phases 1 and 2 are complete and have been signed off by the State. Council awarded a tender for the final phases 3 to 8 of the Strategy on 28 April 2020, following a successful funding application to the State.

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G14	Biodiversity	G14.01	Adopt Biodiversity Policy	DPECS		Q1				Complete - Council adopted the Biosecurity Plan in January 2020 following extensive stakeholder engagement.
G14	Biodiversity	G14.02	Adopt Pest Management Strategy and prioritised program	MES		Q3				Complete – included in the Biosecurity Plan
G14	Biodiversity	G14.03	Adopt Biodiversity Risk Register and Strategy	MES		Q1				Complete – included in the Biosecurity Plan
G14	Biodiversity	G14.04	Critically review resource allocation to ensure strategies are achievable	DPECS		Q1				Completed through the Planning Environment and Community Services functional review approved by Council in May 2019
G14	Biodiversity	G14.05	Facilitate greater collaboration between relevant units in relation to pest and weed management.	MLS			Q2			Completed - In April 2017 the Executive Leadership Team (ELT) tentatively accepted a working group recommendation to have pest and weed management obligations remain with the respective asset custodians with subject matter expertise and oversight by the then Environmental Services Department. ELT retained that position at its January 2018 reset and deferred the matter for consideration in the Planning Environment and Community Services (PECS)

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
										functional review. The PECS functional review adopted by Council in May 2019 reconfirmed the original ELT position, which will be subject to ongoing effectiveness monitoring by ELT.
G15	Advocacy	G15.02	Critically review broader Advocacy Strategy	CEO			Q1			Ongoing review and development of the Advocacy Strategy. Reviewing in preparation for State Election.
G15	Advocacy	G15.03	Establish a rolling Advocacy Plan on a quarterly basis	CEO			Q1			Documentation review ongoing. Includes Councillor engagement
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.01	Undertake critical assessment of IAHT outlook and future economic and social policy influences in consultation with IAHT Board	CEO			Q1			In progress
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.02	Re-define desired strategic objectives from IRC perspective	CEO			Q3			In progress
G17	Controlled Entities – Isaac Affordable	G17.03	Consider synergies with IRC, State Government and	CEO			Q3			Being considered as part of Land Development Advisory Committee Work Plan

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
	Housing Trust P/L		private sector property portfolios							
G17	Controlled Entities – Isaac Affordable Housing Trust P/L	G17.04	Establish and implement strategic plan	CEO				Q1		Currently in progress by Isaac Affordable Housing Trust Board
G18	Community engagement	G18.01	Establish Community Engagement Policy	DPECS			Q1			Complete – Policy was adopted by Council in March 2019
G18	Community engagement	G18.02	Adopt Community Engagement Guidelines including contemporary alternatives	DPECS			Q1			Complete – Community Engagement Framework was adopted by Council in March 2019
G18	Community engagement	G18.03	Specifically adopt program of periodic engagement activities to replace Roundtable Community Meetings	DPECS			Q1			From mid-2018 until early 2020, Council's Ordinary meetings were held in regional communities on a Bi-monthly basis to create appropriate engagement opportunities. This has ceased due to the COVID-19 pandemic. There will be engagement with Council about the future form of direct Council engagement to occur once the pandemic restrictions are lifted.
G19	Indigenous relations	G19.02	Adopt Indigenous Relations policy	DPECS			Q2			This was consciously paused during the Planning Environment and Community Service (PECS) functional review. The Council-adopted

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
										structure identified a dedicated (closed merit selection) position to develop this work. That position has not been able to be filled to date and until it is, project planning will be undertaken on an as resources are available basis from within the Community Engagement, Programs and Events Team.
G19	Indigenous relations	G19.03	Undertake engagement with representative elders and organisations and develop Memoranda of Understanding	DPECS			Q3			Effective engagement has been undertaken and is ongoing with Jangga People and Barada Barna People. No Memorandum of Understanding (MOU) has been developed to date with focus on the ILUA being couched in meaningful terms. Project plan yet to be developed in 2020/2021 for both the engagement of other First Nation peoples in Isaac and the development of MOU or similar as appropriate
G19	Indigenous relations	G19.04	Develop a Reconciliation Action Plan	DPECS			Q4			This was consciously paused during the Planning Economic and Community Service (PECS) functional review and is in a similar position to G19.02 above.
G20	Corporate stakeholder relations	G20.01	Adopt Corporate Stakeholders Engagement policy	CEO			Q4			Completed adopted by Council in early 2020

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G20	Corporate stakeholder relations	G20.02	Develop engagement strategies for each major corporate stakeholder	DPECS				Q1		The Manager Engaged Communities is the responsible officer for the Stakeholder Engagement Policy and will be implementing these individual stakeholder engagement plans.
G20	Corporate stakeholder relations	G20.03	Establish Memorandum of Understanding giving effect to engagement strategies with each major corporate stakeholder	DPECS				Q1		Individual stakeholder management plans will establish the ground rules and understandings necessary to implement this action.
G20	Corporate stakeholder relations	G20.04	Establish process for development of Special Charge proposals including communication with relevant stakeholders	CEO				Q1		Mayor and CEO undertook deep industry engagement in relation to the 2019/2020 Revenue Policy Completed. No longer required.
G21	Critical instruments	G21.01	Collate readily available existing critical instruments	MGCS			Q2			Collating list of documents, occurring in an ad hoc manner pending full commencement of project
G21	Critical instruments	G21.02	Define critical instruments for inclusion in register	DCGFS		Q2				Definition developed and guiding project. All inclusions still being identified as per incremental progress as time permits with other priorities
G21	Critical instruments	G21.03	Identify gaps in critical instruments register	MGCS			Q3			Not Yet commenced - pending finalisation of G21.02

Number	Title	Action #	Action	Custodian	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
G21	Critical instruments	G21.04	Research archival evidence of missing critical instruments	MGCS			Q4			Not yet commenced - pending finalisation of G21.02 & G21.03
G22	Statutory compliance	G22.02	Identify greatest risks in non-compliance	DCGFS			Q2			In progress with audits to guide planning and identification of risks/non-compliance
G22	Statutory compliance	G22.03	Develop strategies to mitigate risk of non-compliance in prioritised risks	DCGFS			Q3			In progress with audits to guide planning and identification of risks/non-compliance

Organisation and Operations (O)

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O01	Organisational structure, workload and resource allocation	O01.04	Review opportunities for greater integration of property letting functions in relevant directorates.	CEO		Ongoing			Draft Housing Strategy currently under review by Executive Leadership Team.
O01	Organisational structure, workload and resource allocation	O01.06	Identify appropriate unit to undertake land development activities	CEO		Q1			This is currently being reviewed under the Land Development Advisory Committee and will be dependent on whether Council plans to actually undertake land development. In the meantime, the asset custodian for existing developed land, or land with development approvals is Economy and Prosperity.
O01	Organisational structure, workload and resource allocation	O01.07	Establish working group to identify opportunities for integrate management of booking facilities and spaces	MEC		Q3			Protocols in place for common bookings through community hubs with risk based escalations as required
O02	Customer contact	O02.01	Conduct major review of customer contact/service	DPECS			Q4		Implementation of the Planning Environment and Community Services Functional Review in 2019-20 to create seven new Community Hubs represents a significant revisioning of how customer contact and frontline services are delivered.

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

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

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O04	Project management	O04.04	Continue to build corporate skills, knowledge capacity to support program and project delivery assurance objective	CEO		Q3			Ongoing - Asset Management Working Group is appropriate vehicle to build capacity.
O04	Project management	O04.06	Explore the merit of creating a Major Project Delivery unit	CEO			Q2		Currently being considered by Executive Leadership Team following directorate restructures.
O05	Commercial business activities	O05.03	Review strategic objectives, business plans and resource allocation in Commercial Outcomes Unit	DPECS		Q1			Completed through the Planning Environment and Community Services functional review approved by Council in May 2019
O05	Commercial business activities	O05.04	Establish guidelines for development of business plans for commercial activities	MCGS		Q1			Not commenced yet due to Water and Waste Water Commercial business not established
O06	Property management	O06.02	Identify property available for commercial purpose (ie other than employee housing) and determine opportunity for disposal and/or leasing	MCF		Q4			Progressing in conjunction with ODP 06.05 – register of properties identified consultation with major stakeholders to progress
O06	Property management	O06.03	Liaise with State Government and corporate entities holding significant housing property portfolios to establish longer term housing strategy for each town	CEO		Q1			Major mining houses, accommodation providers and property developers have been engaged by Land Development Advisory Committee. Ongoing.

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O06	Property management	O06.04	Critically review community facility lease policy	MCF		Q2			Completed by Community Tenure and Facilities Advisory Committee. Functional response transferred from Governance to Community Facilities. Q2 - New Community Facilities Manager transitioned. The critical review is ongoing in concert with the development of an Asset Custodian and Lessee "User Guide". The intent is to submit same to CTFAC for endorsement. The priority at this stage remains to resolve historical leasing issues then revert to the policy document with "lessons learned".
O07	Regulatory compliance management	O07.02	Adopt enforcement regime matrix to clearly define the levels of enforcement (education through to legal action) and the appropriate triggers for escalation	MCEC		Q4			The functional review has created the appropriate organisational environment for this to occur. The regulatory reset will establish the production and escalation (from education to legal action) for all regulatory functions of Council

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O07	Regulatory compliance management	O07.04	Systematically review all Local Laws to determine relevance and adequacy	CEO		Q4			With commencement of new Manager Community Education and Compliance and Compliance and Integration Managers this review will be progressed.
O08	Water and wastewater infrastructure	O08.01	Adopt Total Water Cycle Plan and Strategic Asset Management Plan for each community	DW&W		Q2		Q1	The Integrated Water Cycle Management Strategy (IWCMS) for Moranbah has been completed. The review into the potential to water harvest from Grosvenor Creek has been received with further analysis and next steps being assessed. The Clermont Sustainable Water Strategy has been progressed and an update to Council was provided in March 2020. the actions are being progressed. Integrated Water Management Strategy and Sustainable Asset Management Plans to be progressed for other centres.
O08	Water and wastewater infrastructure	O08.03	Consolidate all water supply arrangements and address all supply security deficiencies	DW&W		Q4		Q1	<ol style="list-style-type: none"> 1. Anglo water pipeline into Moranbah finalised in March 2019. 2. Clermont Sustainable Water Strategy completed. 3. Additional options to supply Glenden being explored

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
									<p>should Glencore cease operations.</p> <p>4. Increased allocations being sought for Nebo including changes to individual bore limits.</p> <p>5. Short term supply water purchased from Sunwater for Moranbah.</p>
O08	Water and wastewater infrastructure	O08.05	Critically review system monitoring and control risks and install network metering and SCADA infrastructure	DW&W		Q2			<p>Completed. SCADA cyber security audit and SCADA tech support in place October 2018. As per the audits, PAG processes for SCADA system updates are now in the 10-year CAPEX project delivery program. The SCADA system updates are in the PAG for 2020/2021. An update was provided to Audit & Risk Committee in November 2019 on all actions taken and proposed.</p>
O08	Water and wastewater infrastructure	O08.07	Adopt dam integrity and safety management program to mitigate risks	DW&W		Q2			<p>Dam Safety Plan completed at end Q2 18/19. Updated Emergency Action Plan for Theresa Creek Dam submitted for approval in March 2020. Comments received from regulator and response being prepared. Completed, Business as Usual.</p>

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O08	Water and wastewater infrastructure	O08.09	Negotiate bulk water supply agreements	DW&W		Q4			<p>1. In principle agreement reached with Anglo for water allocation to Middlemount and Moranbah.</p> <p>2. Formal agreements continue to be negotiated, however will only be entered into if they benefit the community or maintain historical obligations.</p> <p>3. Additional resource obtained internally to progress mining agreements for water supply in Moranbah (ANGLO and Pembroke), Dysart (BMA) and Middlemount (ANGLO).</p>
O09	Road infrastructure (main roads)	O09.04	Negotiate with State Government to reclassify roads directly servicing major projects as Main roads (eg Boundary Road servicing Carmichael mine)	CEO	Q3	Ongoing			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
O10	Road infrastructure	O10.01	Adopt Strategic Asset Management Plans for urban and rural road networks and associated structures	MIPTS	Q4		Q4		Road Investment Strategy Document has been adopted by Council. Manager Infrastructure Planning and Technical Services and Manager Infrastructure Parks and Recreation working with Manager Strategic Assets in the

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
									progression of the Road Network Asset Plans. Asset Management Plan for Bridges commenced and is near complete as a result of the engagement of Australian Road Research Board (ARRB) who provided asset condition assessment of bridges.
O10	Road infrastructure	O10.01	Adopt Strategic Asset Management Plans for urban and rural road networks and associated structures	MIPTS	Q4		Q4		Road Investment Strategy Document has been adopted by Council. Manager Infrastructure Planning and Technical Services and Manager Infrastructure Parks and Recreation working with Manager Strategic Assets in the progression of the Road Network Asset Plans. Asset Management Plan for Bridges commenced and is near complete as a result of the engagement of Australian Road Research Board (ARRB) who provided asset condition assessment of bridges.
O10		O10.03	Adopt structural integrity-based Maintenance Management Plans for all road structures including bridges culverts and crossings	MIPTS	Q4		Q3		Maintenance Management Plans for Bridges completed in July 2018 through the engagement of ARRB. A comprehensive condition

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
									assessment on all IRC bridges has been carried out by ARRB to establish scope of works to ensure serviceability through planned maintenance. Priority regional floodway's program has been established and first phase of concreted floodway's under construction in 3 quarter of 2019/2020. Other minor structure (floodways) priorities are planned for construction in 2020, subject to funding.
O10	Road infrastructure	O10.05	Adopt roadside vegetation management strategy	MIPTS		Q4	Q4		Completed
O11	Pavement materials supply - pits	O11.02	Adopt pit remediation strategy to address compliance risks	MIPTS		Q4	Q2		Completed. In addition, a Quarry Management Plan for IRC Quarries have been finalised
O11	Pavement materials supply - pits	O11.03	Establish procedures for pavement materials supply including commercial arrangements, approvals and compliance, and logistical supply aspects	MIPTS		Q1	Q4		Completed. Material requirements for construction and re-sheeting have been established for 19/20 and 20/21. The management of pavement material supply is an ongoing process owned by Coordinator Natural Resources. Active and Inactive pits have all been identified. Register in

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
									place including catchment areas for each pit / road.
O12	Changes in demand for community services and facilities.	O12.01	Adopt Social Infrastructure strategy	MCS		Q2			A draft project plan has been prepared but requires further review and scoping by Manager Liveability and Sustainability and Director Planning, Environment and Community Services (PECS) in the context of the FY2020/21 Liveability and Sustainability Business Plan.
O13	De-centralised operations	O13.01	Adopt a Policy regarding the distribution of staff with commitment to retaining active operations in each town and with defined minimum thresholds of staffing and senior manager presence	CEO		Q1			Operational Human Resource Distribution Policy presented to Council in January 2020 and adopted as CORP-POL072. Resolution #6441. Complete.
O13	De-centralised operations	O13.02	Establish travel management system to plan and monitor travelling to mitigate risks and improve efficiency	DEI				Q2	Investigations and development of travel management plan well progressed with a pilot electronic platform in the near future. Further functions of the Vehicle Management System also being investigated.

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O14	Overtime and work patterns	14.03	Within budget utilise overtime where beneficial for employee and plant productivity and/or service standards	DEI				Q2	With assistance from People and Performance team, research and investigation being conducted into the potential for roster system implementation.
O15	Financial management - expenditure	O15.02	Establish program to encourage and reward initiatives resulting in cost savings	CEO		Q1			Not commenced
O18	Payroll management	O18.01	Complete transitional application of TechOne payroll module	DCGFS		Q4			Executive Leadership Team transitioned to timesheets by exception. Electronic timesheets being rolled out.
O19	Delegations and authorisations	O19.01	Critically review and rationalise delegations from Council to CEO including conditions of delegation where appropriate	MCGS	Q3				Completed
O19	Delegations and authorisations	O19.04	Review compliance with authorisation obligations (eg identification cards)	IA		Q2			New procedure and policy adopted May 2018, Centralised to Governance for ongoing review QTR 2 19/20: Policy reviewed to be submitted to Council in January for adoption. Advanced Training options being further investigated with stakeholders Completed

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O20	Procurement	O20.09	Develop strategic procurement framework	MC&P		Q2			Council has determined that it will take a strategic approach in meeting its procurement objectives. It will apply the principles of strategic sourcing and forward procurement planning. It will produce and publish an annual strategic procurement master plan covering all planned purchases above \$200 000 and individual significant procurement plans covering individual purchases above \$500 000.
O21	Records management	O21.03	Establish reporting regime to monitor records management practices	CIO		Q1			Base set of reports developed, tested and used by records team.
O21	Records management	O21.04	Develop incentives for good records management	DCGFS		Q2			Progressing
O22	Internal communication	O22.04	Conduct a program to raise awareness and encourage personal communication (telephone or in person) in lieu of electronic communication (emails).	MBMC	Q2				Brand Media and Communications Manager assessing situation and implementation of Communications Plan previously approved.
O23	Disaster management	O23.01	Implement recommendations of IGEM audit	DCGFS		Q4	QF		Completed. Local Disaster Management Plan and the subplans continue to be updated and refined.

Number	Title	Action #	Action	Custodian	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Progress/Status
O26	Essential Service Platforms	O26.01	Gather data and develop advocacy plan to lobby governments and service providers	CEO		Q4			Ongoing and part of Advocacy Program noted in other ODP actions

People (P)

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
P03	Leadership	P03.03	Facilitate leadership inspiration by promoting case studies (internal and external)	MPP			Q2		Brief Approved Jan 2018. Started. Commenced June 2019. Brainstorm Session conducted at Operational Leadership Team meeting July 2019. Feedback has been consolidated to develop the Leadership Program. A lunch and learn program have been developed and implemented as part of the leadership program. Update 03/02/2020 - Leadership Program Proposal to be submitted to Executive Leadership Team for review and endorsement. Complete. Update 23/04/2020 – Completed – Approved Leadership Program Proposal.
P03	Leadership	P03.04	Explore initiatives to develop managers' coaching and mentoring capacity	MPP		Q4			Policy adopted April 2019. Workforce planning including succession planning, transition to retirement, job sharing, secondments, Expression of Interest's, higher duties, mentoring program etc. resourcing capability, 5 year plan, productivity rosters, sustainability. ODP 5.6. Update 03/02/2020 - The Pilot Mentoring Program was launched on 19/09/2019 with six (6) Mentor and six (6) Mentees from the different directorate. The program will run for a period of 12 months. People and Performance has developed a Mentoring Program - Schedule of Events up to the end of the program on 10 September 2020 end of the program.

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
									Update 23/04/2020 – Completed- Annual Mentoring Program.
P04	Teamwork	P04.01	Adopt a Teamwork Code and prepare marketing collateral to promote teamwork	MPP		Q4			Brief approved April 2017 – Planning Stage. Update 03/02/2020 - Teamwork Code and inspiration will be reviewed in line with the results from the employee pulse survey and implement. P&P yet to complete road show, disruption due to COVID-19 restrictions. Once the roadshow is completed, all feedback received will be incorporated to develop an IRC Teamwork Code.
P04	Teamwork	P04.02	Facilitate teamwork inspiration by promoting case studies (internal and external)	MPP			Q2		Brief Approved August 2017 – Planning Stage. Proposed change to incorporate with leadership program being rolled out. Align with Strategy "Our People" Plan. Update 03/02/2020 - Leadership Program Proposal to be submitted to Executive Leadership Team for review and endorsement. This is occurring at the Management Leadership Team and monthly emails sent out by Manager People and Performance. Tools available via the leadership portal. Vacation students across different Councils Update 23/04/2020 – Completed – Monthly emails to Management Leadership team and Iris. Update 23/04/2020 – Completed- Leadership Development portal on Iris. Lunch 'n Learn

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
P05	Recruitment and retention	P05.04	Establish corporate knowledge capture processes	MPP			Q1		Brief approved - Planning Stage. Update 03/02/2020 - People and Performance to develop template/framework, part of exit process if not captured via work instructions developed as part of this process (in conjunction with workforce planning to identify high turnover roles, business critical roles). Ongoing – Template developed for Exiting Employee to capture corporate knowledge.
P05	Recruitment and retention	P05.06	Develop a framework for establishing Standard Operating Procedures and Work Manuals in roles that are critical or are subject to high turnover to improve efficiency of on-boarding and induction	MPP			Q1		Brief Approved July 2018 - Planning Stage, align with Strategy "Our People" Plan. This is part of the ongoing workforce/succession planning. Update 23/04/2020 – Template developed for succession planning involving identifying positions. Initial stages of working with the Systems and IMS team to identify processes for SOPs and work manuals.
P05	Recruitment and retention	P05.08	Critically review on-boarding and induction processes and incorporate a mechanism to identify, capture and carry-over knowledge of the previous incumbent	MPP			Q1		Project brief approved. Planning Stage align with Strategy "Our People" Plan. Update 03/02/2020 - A review of the on-boarding and induction processes have been undertaken. A project plan to be developed and submitted for review and endorsement. Update 23/04/2020 – Pending approval of the project plan.

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
P05	Recruitment and retention	P05.09	Increased emphasis on attraction and retention and more opportunity for "home-grown" recruits eg cadets	MPP		Q4			Planning Stage. Update 03/02/2020 - IRC Graduate Program 2020 launched on 22/01/2020, work experience, school meetings, vacation students and lunch n learn. This ODP item completed. Update 23/04/2020 – Completed.
P05	Recruitment and retention	P05.11	Develop a package of tangible incentives for enhancement of recruitment and retention	MPP		Q4			Brief is in final draft form. Update 03/02/2020 - People and Performance currently developing a Benefits Program to be submitted for review and endorsement. Update 23/04/2020 – Ongoing
P08	Learning and development	P08.01	Adopt Learning and Development strategy	MPP		Q4			Update 03/02/2020 - People and Performance to complete Training Needs Analysis and plan set to achieve 100% compliance by end of calendar year – upskilling and cross skilling, utilisation and maximise productivity – training calendar, training catalogue & annual budget, review processes. Update 23/04/2020 – Ongoing
P09	Employee development and performance management	P09.03	Establish annual development plan and performance assessment framework for all employees and raise awareness of the importance of this	MPP		Q4			Update 03/02/2020 - Performance Appraisal process for M4 Managers and above. Implementing in Certified Agreement. Update 23/04/2020 – M4 level and above completed. Management Performance Agreement Plan template available on Iris. Implementing in Certified Agreement tba.

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
P09	Employee development and performance management	P09.04	Establish opportunities for career path management for aspiring employees	MPP		Q4			Brief Approved July 2018. Planning Stage. Proposed change from 2019/2020 Q4 to 2019/2020 Q1 to align with Strategy "Our People" Plan. Update 03/02/2020 - Career Pathway - Vacation student placement. Update 23/04/2020 – Completed – Graduate Program, Vacation student placement developed and ongoing.
P10	Equal Employment Opportunity	P10.02	Identify opportunities for increased number of indigenous and disabled employees using natural attrition and affirmative action in recruitment	MPP		Q4			Brief completed August 2017 – Planning Stage. Proposed change from 2019/2020 Q4 to 2020/2021 Q2 to align with Strategy "Our People" Plan. Update 03/02/2020 - Equal Employment Opportunity Policy reviewed and approved. People and Performance ongoing review of the recruitment process and working on strategies to promote IRC as the employer of choice. Update 23/04/2020 – Ongoing
P13	Bullying and harassment	P13.03	Conduct training to ensure that the difference between performance management and bullying and harassment is understood	MPP		Q4			Roll out of training across all regions July to September 2019. Currently seeking external quotes for development of the training. Training will be delivered in house. Update 03/02/2020 - Bullying and Harassment toolbox presentations rolled out in September 2019 - Expression of Interest for Contact Officers sent out in Dec 2019. Update 23/04/2020 – Completed

Number	Title	Action #	Action	Custodian	Completed	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
P14	Senior employee contracts	P14.04	Explore alternative means by which managers' workloads, stresses and strategic planning needs can be ameliorated	MPP			Q2		Brief approved April 2017 – In progress planning stage. Proposed change in incorporate with leadership program being rolled out. On track align with Strategy "Our People" Plan. Update 03/02/2020 - Part of leadership program. Update 23/04/2020 – Completed
P15	Employee housing	P15.01	Adopt clear position regarding existing subsidised tenancies being respected	MF & CP	Q3				Continuing in accordance with project brief, this will also be reviewed as part of the full Corporate Properties business review and proposed draft Housing Strategy to be presented for review in Q4 2020.
P17	Innovation Learning and Collaboration	P17.04	Explore opportunities to leverage off GW3 Innovation Project with an innovation event	DPECS		Q2			Council remains well engaged with GW3 in the broader regional transformation, innovation and future of work agenda.

Women in Local Government (W)

Number	Title	Action #	Action	Custodian	FY 2018/2019	FY 2019/2020	FY 2020/2021	Progress/Status
W02	Parental Leave	W02.01	Investigate the need/possibility/effect of changes to the current EBA that align paternity leave entitlements to maternity leave entitlements	MPP		Q3		In progress, as part of current Certified Agreement negotiations - log of claims
		W02.02	Develop a Paternal Leave Policy and suite of documents that: <ul style="list-style-type: none"> - 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 Parental Leave - Include a process for keeping in contact with staff on Paternal (or extended) Leave 	MPP	Q4		Update 03/02/2020 - Parental Leave Procedure effective August 2019. Completed.	

MEETING DETAILS	Corporate, Governance and Financial Services Standing Committee Tuesday 11 August 2020
AUTHOR	Alexis Coutts
AUTHOR POSITION	Manager Organisational Safety

5.4 MACKAY DISTRICT DISASTER RISK MANAGEMENT PROJECT

EXECUTIVE SUMMARY

Isaac, Mackay and Whitsunday Regional Councils and the Local and District Disaster Management Groups (LDMG / DDMG) are seeking to better understand and manage their emergency and disaster risks by jointly implementing the Queensland Emergency Risk Management Framework (QERMF) through a locally-led, regionally coordinated approach.

OFFICER'S RECOMMENDATION

That the Committee recommends to Council:

- 1. Endorse the Implementation of the Queensland Emergency Risk Management Framework across Isaac, Mackay and Whitsunday Project Proposal and Plan.***

BACKGROUND

Isaac, Mackay and Whitsunday Regional Councils and the Local and District Disaster Management Groups (LDMG / DDMG) are seeking to better understand and manage their emergency and disaster risks by jointly implementing the Queensland Emergency Risk Management Framework (QERMF) through a locally-led, regionally coordinated approach.

This project is a continuation of risk assessments commenced under the QERMF introduced by QFES hazard risk unit in 2018.

Project outputs will assist the Local Groups and the District Group to identify and understand the hazard exposure and vulnerability of local communities. This will help the Local Groups and the District Group to reduce risks and manage the impacts of disasters on the community and identify opportunities to enhance preparedness and resilience to future disasters.

The project is scheduled to commence on 11 September 2020 and completion is scheduled for 11 December 2020.

Acceptance of the risk assessments and reporting by each Local Disaster Management Group (LDMG) is not within the remit of the project team, and will be at the discretion of each LDMG and the DDMG.

Incorporation of risk assessments into Local and District Disaster Management Plans (LDMP / DDMP) is also at the discretion of each respective Disaster Management Group. QFES can provide further assistance to incorporate risk information into LDMPs and the DDMP accordance with the Risk-Based Planning Manual¹ of the Disaster Management Guidelines.

IMPLICATIONS

There is no budget implications for this project as the only requirement is the in kind support provided being time of the IRC Disaster Management Officer.

All risk assessments will be available to be incorporated into the Local Disaster Management Plan (LDMP) once completed and accepted by the Local Disaster Management Group (LDMG).

CONSULTATION

- Organisational Safety Manager
- Disaster Management Officer
- Mackay DDMG Executive Officer
- QFES Emergency Management Coordinator
- Mackay Regional Council
- Whitsunday Regional Council
- QFES Hazard and Risk Unit

BASIS FOR RECOMMENDATION

The aim of this project is to undertake an assessment of all major emergency and disaster hazards and risks to the Isaac, Mackay and Whitsunday communities to help manage risks and reduce the impact of these events on the community.

Entities working within Queensland's Disaster Management Arrangements (QDMA or 'the Arrangements') have a shared responsibility to work together with their community to understand risks and develop integrated strategies to manage these risks. These entities, together with community stakeholders are being asked to work together to assess disaster risks and develop integrated strategies to manage residual risks.

Hazard identification will be in collaboration with and/or empowered through the relevant stakeholders for each hazard and consider work already undertaken within the area. Assessment will consider broad impacts to the community of across the groups and categories of exposure defined within the QERMF.

A final risk assessment report will be provided for each Council, including the communication and escalation of residual risks

ACTION ACCOUNTABILITY

Disaster management team will work to understand risks and develop integrated strategy solutions following the project milestones set out in the QERMF Project Proposal and Plan.

KEY MESSAGES

- Progression of the risk management project for hazard identification and risk mitigation for disaster risk management in Isaac Region.
- A regional approach to hazard identification and risk mitigation of disaster risks resulting in collaborate approach with external stakeholders via the district.

Report Prepared By: ALEXIS COUTTS Manager Organisational Safety Date: 4 August 2020	Report Authorised By: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 4 August 2020
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ATTACHMENTS

- Attachment 1 - Implementation of the Queensland Emergency Risk Management Framework across Isaac, Mackay and Whitsunday Project Proposal and Plan – 31 July 2020, Version 0.2 (Final)

REFERENCE DOCUMENT

- Nil



Implementation of the Queensland Emergency Risk Management Framework across Isaac, Mackay, and Whitsunday

Project Proposal & Plan

31 July 2020

Version 0.2 [FINAL]

Project overview

Isaac, Mackay and Whitsunday Regional Councils and the Local and District Disaster Management Groups (LDMG / DDMG) are seeking better understand and manage their emergency and disaster risks by jointly implementing the Queensland Emergency Risk Management Framework (QERMF) through a locally-led, regionally coordinated approach.

Project outputs will assist the Local Groups and the District Group to identify and understand the hazard exposure and vulnerability of local communities, and the disaster risk management capabilities available. This will help the Local Groups and the District Group to reduce risks and manage the impacts of disasters on the community, and identify opportunities to enhance preparedness and resilience to future disasters.

Project start date

The project is scheduled to commence on **11 September 2020**.

On acceptance of the project proposal by each project partner, this document will become the project plan.

Project end date

Completion of the project is scheduled for **11 December 2020**. Acceptance of the risk assessments and reporting by each Local Disaster Management Group (LDMG) is not within the remit of the project team, and will be at the discretion of each LDMG and the DDMG.

Incorporation of risk assessments into Local and District Disaster Management Plans (LDMP / DDMP) is also at the discretion of each respective Disaster Management Group. QFES can provide further assistance to incorporate risk information into LDMPs and the DDMP accordance with the Risk-Based Planning Manual¹ of the Disaster Management Guidelines.

Project scope

In scope

- Risk assessment process:
 - Gather and consolidate information and data for the assessment process
 - Develop scenario-driven risk assessments based on the identified hazard scope and existing risk information
 - Consider hazard events under current and future climate as applicable, and where information is available
 - Coordinate stakeholder input for each assessment across the local government areas and the disaster district
 - Identify exposed elements for each scenario as appropriate, provided relevant information is available
 - Vulnerability and capability analysis for each scenario, based on stakeholder input
 - Evaluate all identified risks.
- Risk assessment reporting:
 - Completed risk assessments are made available to all relevant entities
 - Risk report, made available to all relevant entities (subject to legal advice) that outlines key issues and decisions made regarding residual risks identified.
- Risk management:
 - Ongoing support from QFES in relation to risk assessment, risk-based planning and coordination of risk management strategies as appropriate.

Not in scope

- Endorsement of completed risk assessments is expected at the completion of this project but is not within the remit of the project team
- Update of Local or District Disaster Management Plans is not within the scope of this project, however QFES will continue to provide a level of support to assist with this as appropriate.
- Identification and management of risks outside of the requirements of the *Disaster Management Act 2003*.

¹ <https://www.disaster.qld.gov.au/dmg/st/Documents/M1137-Risk-Based-Planning-Manual.pdf#search=Risk%20based%20planning%20manual>

Project description

The aim of this project is to undertake an assessment of all major emergency and disaster hazards and risks to the Isaac, Mackay and Whitsunday communities to help manage risks and reduce the impact of these events on the community. The QERMF is the endorsed framework for assessing and managing emergency and disaster risk across Queensland's Disaster Management Arrangements (QDMA) and aligns with other State, National and international standards, guidance, frameworks and policies on disaster risk management.

Entities working within Queensland's Disaster Management Arrangements (QDMA or 'the Arrangements') have a shared responsibility to work together with their community to understand risks and develop integrated strategies to manage these risks. These entities, together with community stakeholders are being asked to work together to assess disaster risks and develop integrated strategies to manage residual risks.

Hazard identification will be in collaboration with and/or empowered through the relevant stakeholders for each hazard, and consider work already undertaken within the area. Assessment will consider broad impacts to the community of across the groups and categories of exposure defined within the QERMF.

A final risk assessment report for each Council, including the communication and escalation of residual risks, will be provided to:

- the Chairs and LDCs of the Isaac, Mackay and Whitsunday LDMGs to inform their LDMP
- the Chair of the Mackay District Disaster Management Group to inform the District Disaster Management Plan
- the Chair(s) of the State Disaster Coordination Group to inform the State Disaster Management Plan
- Entities involved in the assessment, to enable them to manage their own risks.

Who are the stakeholders and how will they be engaged in the planning and delivery of the project?

This project will be conducted under the auspices of the Isaac, Mackay and Whitsunday LDMGs, and the Mackay DDMG. Local governments, through their LDMGs, are primarily responsible for managing disaster events in their area.

District groups and the State group are responsible for providing local groups with appropriate resources and support. Queensland Police Service (QPS) will provide advice and support through the Mackay District Disaster Management Executive Officer (XO). Queensland Fire and Emergency Services (QFES) Central Region and the Emergency Management and Community Capability Directorate will provide appropriate resources and support throughout the delivery of the project.

Entities working within the Arrangements have a shared responsibility to work together with their community to understand risks and develop integrated strategies to manage these risks. These entities, together with stakeholders from other areas of the community, are being asked to work together to assess disaster risks and develop integrated strategies to manage residual risks based on their legislated or delegated responsibilities. Entities and community stakeholders include:

- Hazard-specific primary agencies as defined in the *Queensland State Disaster Management Plan*
- Functional lead agencies as defined in the *Queensland State Disaster Management Plan*
- Other owners and custodians of assets, services, and values that present risks to the community, and/or are integral to the safe and effective functioning of the community.

Key stakeholders will participate in initial scoping of hazard scenarios, which will be developed by consolidating the existing QERMF risk assessment information recorded by the three local governments. High level identification of exposure will be undertaken in consultation with key stakeholders through workshops, written submissions and using geographic information systems. Where detailed identification of exposure is required it will be in collaboration with the relevant risk owners and custodians.

Primary consultation with risk owners and custodians will be to assess vulnerabilities and capabilities associated with the elements at risk identified for each hazard. Stakeholders may take responsibility for further actions arising from risks identified during the assessment process. They may also partner to develop integrated risk management strategies independently of, or through the auspice of the disaster management group.

If additional emergency and disaster risk management resources, support or advice is required from outside the district, this information will be formally communicated to the State Disaster Coordination Group and relevant entities through QDMA.

Project benefits

Benefit	Description of benefit
Alignment with the Standard for Disaster Management in Queensland	
Shared responsibility 1: Managing Risk	<p>The project will deliver a shared understanding of risks for all relevant hazards. The project structure ensures that, in line with the Standard, the risk assessment process:</p> <ul style="list-style-type: none"> • Involves all relevant entities • Follows a recognised methodology • Is evidence-based • Draws on local knowledge and experiences, <p>and that Risk assessments:</p> <ul style="list-style-type: none"> • incorporate community values and priorities • are fit for purpose and relevant to the local context • are accessible to all relevant entities • identify, refer or accept residual risk
Shared responsibility 2: Planning and Plans	<p>By undertaking this project together Isaac, Mackay and Whitsunday Councils will develop a shared understanding of how the impact of disasters is managed and coordinated.</p> <p>The risk assessment process will provide a shared understanding of agreed roles and responsibilities, capabilities, limits and escalation points for risks.</p> <p>The QERMF provides a formal process for communicating and escalating disaster risks within QDMA, and helps to embed disaster risk management within core business and service delivery through a collaborative and coordinated process.</p> <p>Although out of scope, shared learnings from this project can be utilised to inform revisions of existing plans to provide consistent approaches to disaster management at a district level.</p>
Shared responsibility 4: Capability integration	<p>This project will identify where existing capabilities and capacities exist in each Council and how they can be shared in the event of an event impacting local government areas of the wider disaster district. Identification of capability limits is a key part of the project.</p> <p>Project reporting will increase awareness of resources available, and may improve the understanding of how resources can be accessed and integrated across the local government areas instead of having to escalate requests for assistance through to the district or State.</p>
Shared responsibility 6: Collaboration and coordination	<p>Through providing a shared understanding of risk for all relevant hazards, this project will identify key risks and residual risks. This will allow these risks to be</p>

	<p>communicated to the District and State Disaster Management Groups and will promote collaboration and coordination.</p> <p>As well as the vertical collaboration and coordination provided by these assessments, they will also highlight opportunities for horizontal collaboration and coordination – that is, coordination between Isaac, Mackay and Whitsunday councils. The adjacency of the three local government areas means that there will be some overlap in their hazard risk profiles. A shared understanding of risk will allow the councils to coordinate their activities more effectively.</p>
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Alignment with the National Disaster Risk Reduction Framework priorities

Priority 1: Understand Disaster Risk	Completion of the risk assessment process will improve awareness, understanding and engagement in relation to disaster risks and impacts. Data, information and resource gaps are to be identified throughout the project, with technical barriers to data sharing being addressed through the QDMA Data Sharing Group. Where information is available on future hazards and trends these will be incorporated into the assessments. The reporting processes established on completion of the project provides improved disclosure of disaster risk to all stakeholders.
Priority 2: Accountable decisions	The project will focus efforts on the highest priority disaster risks to the area under assessment. The partnership approach to project delivery will help to build local capability and capacity to address disaster risks. Aligning project deliverables to the Standard for Disaster Management promotes compliance with the relevant standards.
Priority 3: Enhanced investment	In-kind collaborative delivery of the project leverages existing government programs. Building a strong evidence base of disaster risks will provide the opportunity to better leverage current and future potential funding streams. Project outputs can be used to empower communities to make informed and sustainable investment decisions.
Priority 4: Governance, ownership and responsibility	The project outputs will support and enable locally-led and owned place-based disaster risk reduction efforts. The project establishes a clear governance pathway for reporting on risks.

Alignment with the National Principles for Disaster Recovery

Understanding the context	This project seeks to better understand community context as it relates to the key hazards and the aspects of community that increase vulnerability and / or resilience to the hazards under assessment.
Ensuring coordination of all activities	Many stakeholders within the community have responsibilities that are not legislated, but that contribute to effective disaster management. Entities, through Disaster Management Groups, have a shared responsibility to work together with the community to develop integrated strategies to manage these risks. The success of this project is dependent on the coordination of risk assessment activities through a shared responsibility to manage and reduce disaster risk.
Acknowledging and building local capacity	<p>Benefits expected from the implementation of the QERMF include that:</p> <ul style="list-style-type: none"> • The identification of local capacity to manage risks will be improved, thereby informing ongoing capacity building • The local area will be better able to prioritise resources based on locally assessed risks and needs • Disaster management networks will be strengthened and better aligned.

Recognising complexity	The project will enable a better understanding of the complex nature of disasters and the community through the clear identification and understanding of the level of exposure and vulnerability to communities in relation to particular hazards and the impact of climate change on these hazards, where applicable.
Employing effective communication	Disaster management groups must consider how they can best engage with disaster management entities and the community to ensure that risk management is integrated within and across Queensland's disaster management arrangements. Assessing and managing disaster related risks is a critical part of this engagement, and engagement during this project will help to inform all disaster management activities.
Identifying lessons and building resilience	<p>The project is expected to inform ongoing risk management activities, including:</p> <ul style="list-style-type: none"> • Prioritisation of mitigation and risk reduction activities across sectors • Embedding the understanding of hazards, the impact of climate change on these hazards, and their associated risks within strategic and operational plans • Embedding existing and planned risk reduction strategies within strategic and operational plans • Embedding mitigation and risk reduction activities within business continuity planning and business as usual.
Using local, community-led approaches	Local governments, through their local disaster management groups, are primarily responsible for managing events in their area. Delivering this project through local governments and their respective LDMGs, and coordinating the project at a regional level through the DDMG will help to ensure that local solutions to local problems are identified and implemented.

Deliverables and milestones

Start date	End date	Project Milestones / Activities	Partners / Stakeholders	Deliverables	Relevant IGEM Success Indicator
03 Aug 2020	11 Sep 2020	Seek endorsement for this Project Plan from all project partners (Isaac, Mackay, Whitsunday, QFES, QPS)	Isaac Council Mackay Council Whitsunday Council QFES QPS	Risk Assessment Project Plan	The risk assessment process: <ul style="list-style-type: none"> follows a recognised methodology (the Queensland Emergency Risk Management Framework) Risk assessments: <ul style="list-style-type: none"> incorporate community values and priorities are fit for purpose and relevant to the local context
14 Sep 2020	18 Sep 2020	Develop a stakeholder engagement plan	Isaac Council Mackay Council Whitsunday Council QFES QPS	Stakeholder Engagement Plan	The risk assessment process: <ul style="list-style-type: none"> involves all relevant entities draws on local knowledge and experiences
21 Sep 2020	02 Oct 2020	Establish the risk assessment context Identify, obtain and consolidate relevant information and data Refine hazard scenarios and develop scenario narratives	Isaac Council Mackay Council Whitsunday Council QFES QPS	Risk assessment Context document Hazard Scope document	The risk assessment process: <ul style="list-style-type: none"> considers all hazards and potential risks is evidence-based
05 Oct 2020	16 Oct 2020	Review the exposure scope Identify and record hazard exposure. Activities include: <ul style="list-style-type: none"> Stakeholder engagements Desktop analysis 	Isaac Council Mackay Council Whitsunday Council QFES QPS Other risk owners and entities with disaster management responsibilities	Identification of exposed elements for each hazard scenario	The risk assessment process: <ul style="list-style-type: none"> involves all relevant entities considers all hazards and potential risks is evidence-based draws on local knowledge and experiences

Start date	End date	Project Milestones / Activities	Partners / Stakeholders	Deliverables	IGEM Success Indicator
19 Oct 2020	13 Nov 2020	<p>Assess vulnerability and capability.</p> <p>Activities include:</p> <ul style="list-style-type: none"> Stakeholder engagements Draft and request written submissions Collation of information 	<p>Isaac Council</p> <p>Mackay Council</p> <p>Whitsunday Council</p> <p>QFES</p> <p>QPS</p> <p>Other risk owners and entities with disaster management responsibilities</p>	<p>Vulnerability and Capability assessment for each hazard scenario</p>	<p>The risk assessment process:</p> <ul style="list-style-type: none"> involves all relevant entities considers all hazards and potential risks is evidence-based draws on local knowledge and experiences <p>In terms of resources, entities:</p> <ul style="list-style-type: none"> understand the capability limits of available resources <p>In terms of information, entities:</p> <ul style="list-style-type: none"> share current, relevant information
16 Nov 2020	27 Nov 2020	<p>Evaluate risks and select risk management pathways</p>	<p>Isaac Council</p> <p>Mackay Council</p> <p>Whitsunday Council</p> <p>QFES</p> <p>QPS</p> <p>Other risk owners and entities with disaster management responsibilities</p>	<p>Risk management decisions are recommended for each identified risk</p> <p>Decision log for each hazard scenario</p> <p>Completion of QERMF risk assessments</p>	<p>Risk assessments:</p> <ul style="list-style-type: none"> identify, refer or accept residual risk <p>Entities:</p> <ul style="list-style-type: none"> work together to manage risks develop and implement coordinated strategies
31 Nov 2020	11 Dec 2020	<p>Completion of risk assessments for Isaac, Mackay and Whitsunday</p>	<p>Isaac Council</p> <p>Mackay Council</p> <p>Whitsunday Council</p> <p>QFES</p> <p>QPS</p>	<p>Risk report, highlighting key issues and residual risks</p>	<p>Entities:</p> <ul style="list-style-type: none"> understand hazards and risks
At the discretion of each Group	At the discretion of each Group	<p>Acceptance of QERMF risk assessments by the Chair(s) of the Local and District Disaster Management Groups</p>	<p>Isaac LDMG</p> <p>Mackay LDMG</p> <p>Whitsunday LDMG</p> <p>QPS</p>	<p>Endorsement of risk assessments and risk report by LDMGs and DDMG</p> <p>Risk report provided to all relevant entities</p>	<p>Risk assessments:</p> <ul style="list-style-type: none"> are accessible to all relevant entities

Start date	End date	Project Milestones / Activities	Partners / Stakeholders	Deliverables	IGEM Success Indicator
At the discretion of each Group	At the discretion of each Group	Incorporation of risk assessments into local and district disaster management plan(s) and strategic plan(s)	Isaac Council Mackay Council Whitsunday Council QPS	Updated local and district disaster management plan(s)	<p>The planning process provides a shared understanding of:</p> <ul style="list-style-type: none"> • capability and capacity • limits and escalation points • processes for escalation <p>Disaster management plans:</p> <ul style="list-style-type: none"> • are informed by evidence • are informed by risks • are informed by people with relevant skills or expertise <p>Entities make decisions based on:</p> <ul style="list-style-type: none"> • risk • a recognised and documented process • the best available intelligence • the capability and capacity of all relevant entities

Budget

There is no budget allocated for this project. In-kind support will be provided from relevant entities identified, who have a shared responsibility to work together to understand risks and develop integrated strategies to manage these risks.

In-kind resources required from project partners for delivery of this project are detailed below:

Resource	Role	Agency	Total Working Days
Disaster Management Officer	Project Manager / Team for Isaac Council	Isaac Council	10
Disaster Management Officer	Project Manager / Team for Mackay Council	Mackay Council	10
Disaster Management Officer	Project Manager / Team for Whitsunday Council	Whitsunday Council	10
District Disaster Management Executive Officer	Project Manager / Team for Mackay District Disaster Management Group	Queensland Police Service	10
Emergency Management Coordinator	Project Team	QFES (CR)	10
Manager, Hazard and Risk	Project Team	QFES (EMCC)	8
Senior Program Officer, Hazard and Risk	Project Team	QFES (EMCC)	5
LDMG and DDMG Members	Project contributor(s), provide written submissions	Various	1-2 for each member

MEETING DETAILS

Corporate, Governance and Financial Services
Standing Committee
Tuesday 11 August 2020

AUTHOR

Michael Krulic

AUTHOR POSITION

Manager Financial Services

5.5

NOT-FOR-PROFIT - RATES CONCESSION - REGISTER

EXECUTIVE SUMMARY

As per Resolution No. 5444, Council adopted a 'Rates Concession – Not for Profit' Policy that came into effect on the 1st of July 2018. This report outlines subsequent organisations that have submitted the appropriate documentation and outlines the concession entitlements as per the adopted Policy, along with the updated register.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Adopt the Updated Rates Concession Register for Not-For-Profit organisations as per the 'Rates Concession – Not-for-Profit' Policy.***

BACKGROUND

The purpose of the report is to advise Council on subsequent organisations who have submitted appropriate documentation in line with the 'Rates Concession – Not-for-Profit' Policy. Council has received a further 4 completed applications that meet the necessary criteria from relevant organisations within the community since its last report to Council on Tuesday 19th November 2019.

Attachment 1 is the current Rates Concession Register (as at 30 June 2020) identifying the organisations which have provided Council with completed applications and the concession already granted in line with the 'Rates Concession – Not-for-Profit' Policy and section 122 of the *Local Government Regulation 2012* whereby a Local Government may grant the concession only by a resolution to a stated ratepayer.

Attachment 2 list the 4 new organisations only along with their application concession entitlements as per the 'Rates Concession – Not for Profit' Policy.

The updated Rates Concession Register is presented for Councils consideration in granting concessions to these not for profit community organisations.

IMPLICATIONS

Community Groups

As a result of the adopted policy, Attachment 1 details the organisations where Council has received appropriate correspondence and the concession applications to be granted in line with the 'Rates Concession – Not for Profit' Policy.

Budget / Financial

Council grants considerable relief to organisations that provide useful social and economic benefits to our community. For the 2019/2020 Financial Year, approximately 90 Not-For-Profit organisations received concessions, totalling to more than \$400,000 (inclusive of additional adopted NFP COVID-19 concessions).

Attachment 1 outlines all the organisations and their concession entitlements inclusive of the subsequent applications.

CONSULTATION

- Finance Officer Revenue and Rating

BASIS FOR RECOMMENDATION

Support the implementation of the Rates Concession - Not for Profit Policy and provide support to the community groups of the Isaac Region in delivering social, recreational and other services to the community.

ACTION ACCOUNTABILITY

Manager Financial Services to maintain the Rates Concession Register in accordance with the Rates Concession - Not for Profit Policy .

KEY MESSAGES

Adopt this report in order to grant concessions as per Section 122 of the *Local Government Regulation 2012*. Ensure transparent decision making.

Report Prepared By: MICHAEL KRULIC Manager Financial Services Date: 3 August 2020	Report Authorised By: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 4 August 2020
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ATTACHMENTS

- Attachment 1 - Rates Concession Register – July 2020
- Attachment 2 - Rates Concession Register – Update – July 2020

REFERENCE DOCUMENT

Nil

RATES CONCESSION REGISTER – as at 30 June 2020

Property ID	Organisation Name	Application Received	Category	General Rate concession (Annually)	Water Infrastructure Concession (Annually)	Sewerage Infrastructure Concession (Annually)
202992	Australian Christian Churches Queensland Ltd	Yes	A	N/A	100%	100%
201685	Broadsound Coastal Community Development Association	Yes	A1	100%	100%	N/A
206692	Central Queensland Rural Division of General Practice Inc	Yes	A	N/A	100%	100%
203738	Clarke Creek Campdraft Association Inc	Yes	A	100%	N/A	N/A
103838	Clermont Bowls Club Incorporated	Yes	A	100%	100%	100%
103211	Clermont Clay Target Club Inc	Yes	A	100%	100%	N/A
104829	Clermont Community Housing and Other Services	Yes	A	100%	100%	100%
104576	Clermont Junior Motorcycle Club Inc	Yes	A	100%	100%	N/A
208329	Clermont Men's Shed Inc	Yes	A	100%	100%	100%
100991	Clermont Pony Club Inc	Yes	A	100%	100%	N/A
103745	Clermont Rifle Association Inc.	Yes	A	100%	N/A	N/A
103153	Clermont Rodeo & Show Society Inc	Yes	A	100%	100%	N/A
201947	Dysart Amateur Boxing Club Inc	Yes	A	100%	N/A	N/A
204552	Dysart Bowls Club Inc	Yes	C	50%	N/A	N/A
206691	Dysart BMX Club Inc	Yes	A	100%	N/A	N/A
206530	Dysart Gun Club Inc	Yes	A	100%	N/A	N/A
203845	Dysart Horse Performance Association Inc	Yes	A	100%	100%	N/A
204152	Dysart Junior Motocross Club Inc	Yes	A	100%	N/A	N/A

Property ID	Organisation Name	Application Received	Category	General Rate concession (Annually)	Water Infrastructure Concession (Annually)	Sewerage Infrastructure Concession (Annually)
201943	Dysart Junior Rugby League Club	Yes	A1	N/A	100%	100%
201942	Dysart Junior Soccer Club	No		N/A	100%	100%
204558	Dysart Kindergarten Inc.	Yes	A1	100%	100%	100%
201624	Dysart Owners & Trainers Association Inc & Dysart Rodeo Club Inc	Yes	A1	100%	100%	N/A
203967	Dysart Pony Club Incorporated	Yes	A1	100%	100%	N/A
202231	Dysart Pottery Club Inc	Yes	A	100%	100%	100%
201948	Dysart Rugby League Football Club Inc	Yes	A1	100%	100%	100%
102971	Emergency & Long Term Accommodation In Moranbah	Yes	A	100%	100%	100%
102193	Emergency & Long Term Accommodation in Moranbah Inc	Yes	A	100%	100%	100%
200260	Glenden Junior Motocross Inc.	Yes	A	100%	100%	100%
200268	Glenden Pony Club Inc	Yes	A1	100%	100%	N/A
200270	Glenden Rodeo Association Inc	Yes	A1	100%	100%	N/A
210402	Glenden Rural Interest Inc	Yes	A	100%	N/A	N/A
202232	Guides Queensland – Dysart Branch	Yes	A	100%	100%	100%
101658	Guides Queensland – Moranbah	Yes	A	N/A	100%	100%
206253	Gymnastics Moranbah Inc	Yes	A	100%	100%	100%
206708	Haulin' RCCC Inc	Yes	A	100%	N/A	N/A
202294	Hinterland Community Care Inc	Yes	A	100%	100%	100%
102975	Hinterland Community Care Inc	Yes	A	100%	100%	100%

Property ID	Organisation Name	Application Received	Category	General Rate concession (Annually)	Water Infrastructure Concession (Annually)	Sewerage Infrastructure Concession (Annually)
202374	Middlemount Bowls Club Inc	No		100%	100%	100%
202418	Middlemount Community Sports Association Inc	Yes	A	100%	100%	100%
210219	Middlemount Fellowship A O G	Yes	A	N/A	100%	100%
202452	Middlemount Golf Club Inc	Yes	C	50%	N/A	N/A
203880	Middlemount Horse & Pony Club Inc	Yes	A	100%	100%	N/A
203881	Middlemount Race Club Inc	Yes	A	100%	100%	N/A
203876	Middlemount Rodeo Association Inc	Yes	A	100%	100%	N/A
202417	Middlemount Rugby League Football Club Inc	Yes	A1	100%	100%	100%
202419	Middlemount Touch Football Association Incorporated	Yes	A1	100%	100%	100%
202674	Middlemount Youth Support Incorporated	Yes	A	100%	100%	100%
210255	Moranbah Arts Council Inc	Yes	A	100%	100%	100%
210294	Moranbah Australian Football Association Inc	Yes	A	100%	100%	100%
101125	Moranbah Bowls Club Inc	Yes	B1	50%	50%	50%
104661	Moranbah Boxing & Sporting Association	Yes	A	100%	100%	100%
206689	Moranbah B.M.X Club Incorporated	Yes	A	100%	N/A	N/A
206704	Moranbah Darts Association Inc	Yes	A	100%	100%	100%
210250	Moranbah Hawks Football Federation Incorporated	Yes	A1	100%	100%	100%

Property ID	Organisation Name	Application Received	Category	General Rate concession (Annually)	Water Infrastructure Concession (Annually)	Sewerage Infrastructure Concession (Annually)
206252	Moranbah Hockey Association Inc	Yes	A	100%	100%	100%
206711	Moranbah Horse and Pony Club Inc	Yes	A	100%	N/A	N/A
207810	Moranbah Junior Dirt Drag Club Inc	Yes	A1	100%	100%	N/A
206709	Moranbah Kart Racing Association	Yes	A	100%	100%	N/A
206707	Moranbah Motorcycle Riders Club Inc	Yes	A	100%	N/A	N/A
101118	Moranbah Neighbourhood Centre Association Inc	Yes	A	100%	100%	100%
206706	Moranbah Pistol Club Inc	Yes	A	100%	N/A	N/A
101100	Moranbah Race Club Incorporated	Yes	A1	100%	100%	N/A
206712	Moranbah Rodeo Association Inc & Moranbah Campdrafting Assoc Inc	Yes	A1	100%	100%	N/A
101350	Moranbah Rugby League Football Club Inc	Yes	C	50%	N/A	N/A
206710	Moranbah Speedway Association Inc	Yes	A	100%	100%	N/A
206759	Moranbah Tennis Association Incorporated	Yes	A	100%	100%	100%
210291	Moranbah Touch Football Association Inc	Yes	A	100%	N/A	N/A
210290	Moranbah X-Fit Inc	Yes	A	100%	N/A	N/A
200515	Nebo Community Sport & Recreation Club Inc.	Yes	A1	100%	100%	100%
100608	Queensland Mines Rescue Service Limited	No		100%	100%	100%
100422	Returned & Service League of Australia (Qld Branch) Clermont	Yes	A	100%	100%	100%

Property ID	Organisation Name	Application Received	Category	General Rate concession (Annually)	Water Infrastructure Concession (Annually)	Sewerage Infrastructure Concession (Annually)
203864	Sporting Shooters Association of Australia (Middlemount Branch) Inc	Yes	A	100%	N/A	N/A
206531	Sporting Shooters Association Australia Dysart Branch Inc	No		100%	N/A	N/A
102673	St Vincent De Paul Society Queensland	Yes	A	N/A	100%	100%
103245	The Clermont Race Club Inc.	Yes	C	50%	N/A	N/A
202229	The Corporation of The Diocesan Synod of Nth Queensland	Yes	A	N/A	100%	N/A
204490	The Corporation of the Synod of the Diocese of Rockhampton	Yes	A	N/A	100%	N/A
202259	The Roman Catholic Trust Corporation For the Diocese of Rockhampton	Yes	A	N/A	100%	N/A
100714	The Corporation of the Trustees of The Grand Lodge of the Royal Antediluvian Order	Yes	A	100%	100%	100%
206082	The Creche and Kindergarten Association Limited	Yes	A	100%	100%	100%
202853	The Creche and Kindergarten Association Limited	Yes	A	100%	100%	100%
200590	The Glenden Town Club Ltd	Yes	A	100%	100%	100%
200011	The Queensland Country Women's Association	Yes	A	N/A	100%	100%
100389	The Scout Association of Australia Queensland Branch Inc.	Yes	A	100%	100%	100%
202233	The Scout Association of Australia Queensland Branch Inc.	Yes	A	100%	100%	100%
102012	The Scout Association of Australia Queensland Branch Inc	Yes	A1	100%	100%	100%

Property ID	Organisation Name	Application Received	Category	General Rate concession (Annually)	Water Infrastructure Concession (Annually)	Sewerage Infrastructure Concession (Annually)
100865	The Trustees of the Moranbah Lodge No. 516...	Yes	A	100%	100%	100%
206705	Theresa Creek Water Sports Club Inc	Yes	A	100%	N/A	N/A
103677	Twin Hills Campdraft Association In	Yes	A	100%	N/A	N/A

RATES CONCESSION SUBSEQUENT APPLICATIONS – as at 30 June 2020

Property ID	Organisation Name	Application Received	Category	General Rate concession (Annually)	Water Infrastructure Concession (Annually)	Sewerage Infrastructure Concession (Annually)
200260	Glenden Junior Motocross Inc (pro rata)	NEW	A	100%	100%	100%
101118	Moranbah Neighbourhood Centre Association Inc.	NEW	A	100%	100%	100%
101350	Moranbah Rugby League Football Club Inc	NEW	C	50%	N/A	N/A
101350	Moranbah Rugby League Football Club Inc – additional concession as per Resolution No. 6643 – Maximum Relief possible	ADDITIONAL		50%	100%	50%
102975	Hinterland Community Care Inc. (pro rata -67 days)	NEW	A	100%	100%	100%

MEETING DETAILS	Corporate Governance and Financial Services Standing Committee Tuesday 11 August 2020
AUTHOR	Darren Fettell
AUTHOR POSITION	Director Corporate Governance and Financial Services

5.6 CORPORATE GOVERNANCE AND FINANCIAL SERVICES 2020-2021 CAPITAL PROJECTS PROGRAM

EXECUTIVE SUMMARY

This report is to provide an overview of the Corporate Governance and Financial Services 2020/ 2021 Capital Program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receive and notes the Corporate Governance and Financial Services 2020-2021 Capital Program.**

BACKGROUND

The attached Corporate Governance and Financial Services (CGFS) FY2020/21 Capital Program was prepared for review and oversight of the Executive Leadership Team (ELT) Capital Peer Review Group. This provides ongoing oversight for the delivery of the Council's capital program in addition to the monthly reporting to Council.

The ELT Capital Peer Review Group met on Tuesday 4 August 2020 to review Council's overall Capital Program by Directorate. Key risks identified during the preparation of the CGFS capital program and ELT review process were potential for delays with supply chain through impact of COVID-19 and wet weather.

IMPLICATIONS

The attached CGFS 2020-2021 Capital Program identifies the financial and physical delivery of all projects throughout the financial year. There are currently no carryover projects anticipated to be added to this program.

CONSULTATION

- Executive Leadership Team
- Chief Information Officer
- Manager Organisational Safety

BASIS FOR RECOMMENDATION

For information purposes to the Committee around oversight of the Corporate Governance and Financial Services 2020-2021 Capital Works Program.

ACTION ACCOUNTABILITY

This is an information report only.

KEY MESSAGES

This is an information report only.

Report prepared by: DARREN FETTELL Director Corporate Governance and Financial Services Date: 5 August 2020	Report authorised by: GARY STEVENSON PSM Chief Executive Officer Date: 6 August 2020
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ATTACHMENTS

- Attachment 1 - Corporate Governance and Financial Services 2020-2021 Capital Works Program.

REFERENCE DOCUMENT

- Nil

CGFS 2020/2021 Capital program delivery											
Project Code	Project Description	2021 Budget	Business Manager	Planning	Procurement	Construction	Finalisation	Original End Date	Procurement comments (tender / quote)	Delivery comments (internal / external project management etc.)	Project risks
CW212872	WAN Tower	230,000	44000	July 2020	August 2020	November 2020	December 2020	31/12/2020	Estimate already received, confirming by quote, ATI under existing contract (and Local Buy) as current WAN provider	External PM	Low - wet weather, supply chain impact of second wave of COVID-19
CW212873	Infrastructure Refresh FY20/21	390,000	44000	August 2020	September 2020	September 2020	June 2021	30/06/2021	Made up of multiple projects - existing suppliers all registered with Local Buy (quotes to be sourced)	Internal/external	Low - supply chain impact of second wave of COVID-19
CW212883	Nebo SES shed	25,785	47000	August 2020	October 2020	December 2020	February 2021	28/02/2021	3 quotes already sourced within budget. On hold pending further project review.	Review undertaken by new SES controller & engagement with shared tenants (QAS / RFS) considering require for potential change of strategy to invest capital into repairs of the existing Nebo SES shed.	Potential change of scope to existing Nebo shed upgrades. For existing capital project, would be wet weather or supply chain through COVID.
CW212884	Upgrade /replacement of flood network cameras	62,272	47000	August 2020	October 2020	December 2020	February 2021	28/02/2021	Local Buy	Existing supplier	Wet weather delays for installation or supply chain issues through COVID.
		\$ 708,057									

PAGES 165 TO 170 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS	Corporate, Governance and Financial Services Standing Committee Meeting Tuesday 11 August 2020
AUTHOR	Darren Fettell
AUTHOR POSITION	Director Corporate, Governance and Financial Services

6.1

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES INFORMATION BULLETIN – AUGUST 2020

EXECUTIVE SUMMARY

The Corporate, Governance and Financial Services Information Bulletin for August 2020 is provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee:

- 1. Note the Corporate, Governance and Financial Services Information Bulletin for August 2020.*

BACKGROUND

The attached Information Bulletin for August 2020 provides an operational update for Committee review on the Corporate, Governance and Financial Services Directorate.

IMPLICATIONS

Any specific implications or risks will be outlined in the Information Bulletin.

CONSULTATION

Corporate, Governance and Financial Services Staff.

BASIS FOR RECOMMENDATION

This is an information only report.

ACTION ACCOUNTABILITY

Information only report.

KEY MESSAGES

Operational update to Elected Members.

Report prepared by: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 4 August 2020	Report authorised by: GARY STEVENSON PSM Chief Executive Officer Date: 6 August 2020
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ATTACHMENTS

- Attachment 1 – Corporate, Governance and Financial Services Information Bulletin – August 2020

REFERENCE DOCUMENT

- Nil

DATE: August 2020

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

DIRECTORATE HIGHLIGHTS

July was a big month for the Directorate with the end of the financial year, 20/21 Budget adoption and Annual Operational Plan, adoption of the revised Local Preference Policy and ongoing management of the impact of COVID-19.

From a Directorate perspective the key activities or areas of focus would include:

- Continuing to monitor the COVID-19 situation and the road to recovery strategies through LDMG & Council EMC
- Preparation and assessment for renewal of PSA panel arrangements.
- Review and improvement of Procurement reporting.
- Preparation of financial statements and audit visit commencement, including asset capitalisation, asset valuations and capital program finalisation for carryforward to next financial year.
- Business Continuity Planning
- Preparation of Draft Asset Management Plan
- Preparation for Safety Reset and face to face toolbox's commencing in August

From a Directorate perspective the key issues or risks we are aware of would be:

- Continuing turnover of key staff
- Continuing pressure on Procurement and BMC teams
- Continuing reliance on technology with changing work environment and upgrades of systems and infrastructure, including external providers
- Ongoing and developing impacts of COVID Pandemic and Recession on supply chains

CONTRACTS AND PROCUREMENT DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

- 13 Request for Tender projects at various stages
- 23 Requests for Quotations (RFQ) for mid-sized contractual arrangement commenced this month.
- (W & W – 8, PECS – 2, E&I – 13)
- Adopted customer focused primary contacts (Melissa Ingle W&W, PECS. Fiona Branch E&I, CGFS)

-
- Revised Local Preference Policy approved through Council.
 - Updated Authority to Tender and Authority to Quote documentation.
 - Reviewed materials for disposal at all sites.
 - Issued Media Release and Public Notice advising of Local Buy mass panel refresh.
 - Corporate and PPE Clothing arrangements extended for a further 12-months.
 - PSA panel arrangements for Plumbing and Electrical are to be put forward to Council.
 - Held training session for Governance on raising requisitions
 - Commenced reporting on Variations and Exceptions.
 - PSA panels uploaded onto Vendor panel.

PREVIOUS MONTH'S ISSUES:

- Strain on Procurement resources due to increase in workload following financial year.
- Variations resulting from scoping and specification deficiencies.
- Golden Mile Rd rehabilitation approved by Superintendent prior to IRC internal approval. Additional material requirements outside scope tolerances.
- Post award negotiations for Sarchedon Rd ongoing.
- Raw water sourcing determined as non-compliant. RFT process to commence
- Managing compliance with tender publication via online media due to demise of print media.
- Managing compliance with s237(b) of LG regulations - display the relevant details of the contractual arrangement in a conspicuous place in the local government's public office.
- Local Preference continues to be a focus.

FINANCIAL REPORT:

- Nil issues to date.

OPERATIONAL PLAN:

- Renewal of Preferred Supplier Arrangements. Some categories originally identified are covered under Local Buy panel arrangements, other categories do not warrant a pre-qualified PSA panel.
- Procurement compliance continues to be a major focus.

ORGANISATIONAL DEVELOPMENT PLAN:

- Diploma of Procurement & Contracting – Local Government, Contracts and Procurement team (John Squire, Fiona Branch and Melissa Ingle) to commence course in August.
- Follow up training session with Vendor Panel deferred.

- RFQ staging reporting to track progress of initiatives – ongoing development.

NEXT MONTH'S PROGRAM:

- External Web page redevelopment - Supplier engagement.
- Application of names to clothing to be resolved - either embroidered or as a removable badge.
- Complete evaluation of PSA's for SCADA
- Commence PSA for Trade Supplies and Cleaning Services
- Continue revision of warehouse materials – code structure and descriptions
- Revise the Procurement and Disposals Policy
- Procurement Procedure revision (flow charts of steps taken)
- Assist IRC staff in navigating procurement compliance requirements (ongoing)
- Follow up on contract notice in council foyers.

Purchase Requisitions Released		
Month of:	July 2020	
Value of Purchase Requisitions processed	\$9,449,686.09	
No. Purchase Requisitions Released	752	
Requisitions Suspended	34	
Exceptions Raised	18	\$88,993.06
Variations Raised	12	\$438,763.71

DEVELOPING INITIATIVES / ISSUES:

- The Contracts and Procurement workload is an ongoing issue.
- C&P team have set aside every Friday morning to work on continuous improvement initiatives, during which BAU will be put on hold.
- Contract and Project Management Framework – committee working on framework and procedures - ongoing activity. Looking at the possible implementation of Tech 1 Contract Management module activation.

FINANCIAL SERVICES

PREVIOUS MONTH'S ACHIEVEMENTS:

- Adoption of 2020/2021 Budget and associated documents
- Capital budgets uploaded
- Distributed Capital carry forwards
- Commenced EOY reviews
- Finalise valuations
- Finalisation of statutory reports – FBT, Payroll Tax, Single touch payroll

PREVIOUS MONTH'S ISSUES:

Nil

FINANCIAL REPORT:

Budget adopted 29 July 2020. Annual Financial Statement preparation underway.

DEVIATION FROM BUDGET AND POLICY:

Nil.

OPERATIONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Strategy (i.e. C5)	Service Area	Description	Highlight/Exception, including explanation
G3	Financial Asset Management	Depreciation methodology reviewed and applied	Depreciation methodology and estimates reviewed through valuation and audit applied.
G5	Budgets and Statutory Reporting	Percentage of documents (i.e. financial reports to Council, 19/20 Budget, annual financial statements) delivered in accordance with approved time frames & legislative requirements	18/19 Audit finalised and unqualified opinion issued within timeframe.
G5	Accounting Services	Trade Creditors paid within acceptable time limits and terms of invoice	Ongoing

NEXT MONTH'S PROGRAM:

- Finalisation of Capital carry forwards
- Continuation of EOY process
- Production of financial statements and audit visit commencement
- Updating of charge controls for Rating
- Commencement of SWIM data
- Finalise capitalisation of CW projects

Organisation Development Plan or Capital Projects Scheduled to Commence During Next Month

Project Name/ Description	Start Date	Scheduled End Date	Comments/Exceptions
G03.03 - Integrate financial plan with asset management plans.			
G03.05 - Identify initiatives to diversify revenue and contain costs.			
O15.02 - Establish program to encourage and reward initiatives resulting in cost savings.			

DEVELOPING INITIATIVES / ISSUES:

Not Applicable

GOVERNANCE AND CORPORATE SERVICES DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

- Continued to progress Enterprise Risk Management Strategic and Operational Risk Registers
- Finalised 2020/21 Annual Operational Plan
- Facilitated the Audit & Risk Committee held 28 July 2020
- Facilitated the review and updating of three year rolling Internal Audit Plan for 2020/21
- Preparation and development of the 4th and final quarter performance report on the 2019-2020 Annual Operational Plan
- Commenced preparation of the 2019-2020 Annual Report
- Assisted relevant internal stakeholders with rollout of COVID-19 programs

PREVIOUS MONTH'S ISSUES:

- Ongoing management of legal matters, many reactive matters progressed and resolved.
- Ongoing management of Right to Information applications, Administrative Actions Complaints and related matters

FINANCIAL REPORT:

Not applicable

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATIONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not Applicable

NEXT MONTH'S PROGRAM:

- Progress development of the 2019-2020 Annual Report
- Participate on the evaluation Panel for Community Chest Grants, reporting to the Special Community Grants Standing Committee
- Finalise the 4th and final quarter performance report on the 2019-2020 Annual Operational Plan
- Progress Corporate Plan project in line with Council direction (May 2020)
- Continue to finalise the Strategic and Operational Risk Registers
- Progress Audit & Risk Committee actions and Internal Audit Plan
- Finalise the Internal Auditors audit report in consultation with senior management
- Facilitate rollout/implementation of the new Human Rights Act 2019
- Review and drafting of several Corporate Policies
- Continue Organisational Development Plan Projects.
- Continue to liaise with internal and external stakeholders to finalise various agreements and legal matters

Organisation Development Plan or Capital Projects

Organisational Development Plan

Start dates have been reviewed and updated as part of the 2019/20 Annual Operational Plan

ODP Project Name	Start Date	Scheduled End Date	Status Update
G2.1 Establish integrated planning framework document	Y19 Q2	TBD	Project brief pending
G5.2 Establish strategic and operational risk register	Y19 Q2	30 June 2019	Completed, pending establishment of system for reporting/monitoring
G5.3 Establish risk management procedures and reporting regime	Y19 Q3	TBD	
G5.4 Adopt hierarchy of operational risk registers and incorporate into business plans	Y19 Q3	TBD	
G6.1 Establish organisational performance management framework	Y19 Q3	TBD	Project brief pending
G6.2 Implement high level organisational performance reporting	Y20 Q1	TBD	Project brief pending
G11.3 Internal Audit Programs - relevance to strategic and operational risk registers	Completed and perpetual	Dec 2019	Completed – Annual Action, business as usual 3 year Plan adopted by Council 23/10/2018

			2019-21 Internal Audit Plan endorsed by Audit & Risk on 19 July 2019.
G21 Critical Instruments	Commenced	Dec 2019	Project Brief completed Project on hold due to other operational priorities.
G22.1 conduct annual statutory compliance audit	Y19 Q2	TBD	Internal Audit completed 2018/19. Ongoing review.
O5.4 Establish guidelines for development of business plans for commercial activities	Y19 Q1	TBD	Not progressing at this time
O19.1 DOA Cncl to CEO	Commenced	30 September 2019	COMPLETED Comprehensive review undertaken with updated register for consideration to be presented to Council October 2019. Update January 2020
O19.4 Review compliance with authorisation obligations (eg identification cards)	Y19 Q2		COMPLETED Instruments of Appointment Policy and Procedure adopted June 2018. Ongoing review and renewal part of normal business

DEVELOPING INITIATIVES / ISSUES:

- Assist with any actions to assist in responding to COVID19 matters.

INFORMATION SOLUTIONS DEPARTMENT

PREVIOUS MONTH ACHIEVEMENTS:

- Office 365 stakeholder interviews completed
- Water bills produced and sent to AB notes for printing and distribution
- Trial of electronic timesheets extended to CGFS and PECS teams

PREVIOUS MONTH'S ISSUES:

No issues

FINANCIAL REPORT:

No issues

DEVIATION FROM BUDGET AND POLICY:

Not applicable

OPERATIONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not applicable

NEXT MONTH'S PROGRAM:

Organisation Development Plan or Capital Projects Scheduled to Commence During Next Month

Project Name/ Description	Start Date	Scheduled End Date	Comments/Exceptions
Revamp of Council chambers audio/visual equipment			
Upgrade of TechOne finance module			
Order second batch of printers through the PaaS contract			

DEVELOPING INITIATIVES / ISSUES:

- Mobile computing
- Collaboration tools
- Business continuity planning

STRATEGIC ASSET DEPARTMENT

PREVIOUS MONTH ACHIEVEMENTS:

- Project Accountability Gateway (PAG) – The Capital Works Program for FY 2020-21 has been set up in Tech 1 and was approved at the Council meeting of 29 July. The list of approved projects, including the \$1.5m through the Federally funded Local Roads and Community Infrastructure program, has been finalised.
- A review of the PAG process for the year will commence at the August Asset Management Steering Committee. The Project Co-ordinator position has been advertised with applications closing in early August.
- The long-term financial modelling of Asset renewals is progressing with aerodromes, waste facilities and Fleet Asset Classes remaining to be completed.
- A presentation is being given to the ICT Steering Committee in early August of the modules within Tech One on Project Management Solution and Strategic Asset Management.

PREVIOUS MONTH'S ISSUES:

Nil

FINANCIAL REPORT:

Financial spend as per budget.

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATIONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Strategy (i.e. C5)	Service Area	Description	Highlight/Exception, including explanation
15	Asset Management Strategy	Develop an Asset Management Plan and Framework	Priority to be given to Strategic Asset Management Plan.
15	Project Accountability	Develop a Project Accountability Gateways Framework	PAG 2020-21 is complete.

NEXT MONTH'S PROGRAM:

- Project Accountability Gateway – Review to commence.
- Consultation with Directorates on Asset renewal financial modelling.
- Recruitment for Project Co-ordination Officer to be finalised.

DEVELOPING INITIATIVES / ISSUES:

Not Applicable.

ORGANISATIONAL SAFETY DEPARTMENT

PREVIOUS MONTHS ACHIEVEMENTS:

WHS Team

- Preparation for Safety Reset and face to face toolbox's commencing in August
- Finalisation of the Contractor Management Policy with ELT and permission to move forward with other documentation.
- Endorsement by the WHS strategic Committee the Wellbeing Policy as presented by the wellness group. Further documents to be developed and then a report to Council.
- Work continues on the training records being loaded into SMART to support L&D team.

Disaster Management team

- Re-opening of the Carmila SES group.
- Local Disaster Management group ordinary meeting
- Disaster risk management training held in Mackay with three Councils, has triggered other report.
- Local Disaster Coordination Centre is now back at lean forward , the centre is still operational, but is not currently being manned.

PREVIOUS MONTHS ISSUES:

- Nil

FINANCIAL REPORT:

Not applicable

DEVIATION FROM BUDGET AND POLICY:

Not applicable

OPERATIONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not applicable

NEXT MONTH'S PROGRAM:

Organisation Development Plan or Capital Projects


Project Name/ Description	Start Date	Scheduled End Date	Comments/Exceptions
Isaac River Region Flood Model (joint CHRC project)	September	Sept 2020	Ongoing, CHRC is leading the project. This has been delayed by COVID-19, awaiting report from CHRC





Report authorised by:
 DARREN FETTELL
Director Corporate Governance and Financial Services
 Date: August 2020

ATTACHMENTS

- Nil

TERM / ACRONYM	MEANING
AOP	Annual Operational Plan
CPA	Corporate Procurement Arrangements
EOI	Expression of Interest
NTT	Notice to Tenderers
PCRG	Procurement Compliance Review Group
RFI	Request for Information
RFT	Request for Tender
RFQ	Request for Quote
RPQS	Register of Pre-Qualified Suppliers
PR	Purchase Requisition
PO	Purchase Order
PSA	Preferred Supplier Arrangement
VFM	Value for Money

CGFS 2019/20 Capital Works Progress																
Project Number:	Project Name:	Stage:	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Status:	Comments:
CW192624	CORP - Paper Records Storage - (Carried forward)	Scope														No carry forward, project has been capitalised. Project delayed due to the effects of Covid on our supply chain. Only Nebo and STL left to be done. Aiming for Aug/Sept 2020 subject to the availability of equipment.
		Procurement														
		Completion														

LEGEND	
	Progressing
	Delayed
	Stop
	Completed

MEETING DETAILS	Corporate, Governance and Financial Services Standing Committee Tuesday 11 August 2020
AUTHOR	Jacki Scott
AUTHOR POSITION	Manager People and Performance

6.2 PEOPLE AND PERFORMANCE INFORMATION BULLETIN – AUGUST 2020

EXECUTIVE SUMMARY

The People and Performance Information Bulletin for August 2020 is provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Note the People and Performance Information Bulletin for August 2020.***

BACKGROUND

The attached Information Bulletin for August 2020 provides an operational update for Committee review on the People and Performance Department.

IMPLICATIONS

Any specific implications or risks will be outlined in the Information Bulletin.

CONSULTATION

People and Performance Staff
Chief Executive Officer

BASIS FOR RECOMMENDATION

This is an information only report.

ACTION ACCOUNTABILITY

Information only report.

KEY MESSAGES

Operational update to Elected Members.

Report prepared by: JACKI SCOTT Manager People and Performance Date: 8 August 2020	Report authorised by: GARY STEVENSON PSM Chief Executive Officer Date: 6 August 2020
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ATTACHMENTS

- Attachment 1 – People and Performance Information Bulletin – August 2020

REFERENCE DOCUMENT

- Nil

DATE: August 2020

PEOPLE & PERFORMANCE

DIRECTORATE HIGHLIGHTS

The recommencement of CA negotiations were held in early July to continue consolidation and clarification of the log of claims. The next meeting is scheduled for Tuesday 1 September and Wednesday 2 September to continue the CA negotiations.

IRC participated in the Moranbah High School's Mock Interview Project which took place in mid-July. All year twelve (12) students had the opportunity to be involved in a real life experience which allowed them to practice their interviewing skills and to help build self-confidence. The Mock interviews involved panel members Demi Portegys and Bruce Wright who provided invaluable feedback and support. The students were well prepared, engaged and very eusthanistic about their career choices.

ACHIEVEMENTS WITHIN JULY:

As strategy workshop was held with the Team later in the month. The day was designed to acknowledge and reflect on our accomplishments, goals, initiatives and the organisations vision, mission and values, to strengthen team collaboration, communication and enhance creative thinking. The team also had the opportunity to map, identify and provide specific initiatives that may help improve future processes. Some of the projects and initiatives that the People and Performance Team have accomplished in the past 12 months:

- Policies and Procedures – Updated
 - Code of Conduct
 - Anti-Discrimination and EEO
 - Learning and Development
 - Workplace Bullying and Harassment
 - Employment of Related Person
 - Overtime and TOIL
 - Parental Leave Procedure
 - Volunteer
- Established a corporate knowledge capture process – handover notes and process
- Flexible working framework
- The Mentoring Pilot Program
- The Graduate Program
- Lunch n Learn Series
- Leadership Development Page on IRIS
- Employee Pulse Survey Launched/Results workshopped and developed action plan with MLT/Roadshow to IRC
- Revised the benefits program
- Implemented a leadership development framework
- Reviewing the Learning and Development Strategy
- Revised the Performance Management Framework
- Implemented Vacation Student Placement

- Reviewed recruitment processes to identify strategies to promote IRC
- Bullying and Harassment toolbox presentations
- Implementation of an e-Recruitment System - Job Adder
- Apprenticeship and Traineeship Program
- Facilitated Rural Management Challenge
- Coordinated 10000 Steps Challenge
- Working with Jeff Stewart-Harris to implement the PECS Cultural Leadership Program throughout IRC
- Implementing an Attraction and Retention Strategy
- Administered Transition to Retirement and Succession Planning Policies.
- Commenced succession planning and talent management practices as part of our annual rhythm and routines.
- Hosted P&P series to develop the P&P knowledge base
- Developed and implemented plans in preparation and response to the COVID-19 Pandemic
 - Daily SITREP on Absenteeism and roll call
 - CODI-19 Survey
 - ON call, back up and contact register
 - Training matrix
 - Work from Home Framework (WFH)
 - Line Leaders FAQ's
 - COVID-19 Mental Health information and support document
 - Family domestic violence guide for Council Managers and supervisors
 - COVID-19 Guiding Principles for Supervisors
 - COVID-19 screening tool
 - Employee Redeployment Framework
 - Flexible Work Framework
 - Connectivity Wednesday
 - Gryphon Psychology mental health and wellbeing miniseries.

ISSUES WITHIN JULY:

Nil

FINANCIAL REPORT:

People and Performance is tracking to budget for the month of July 2020.

DEVIATION FROM BUDGET AND POLICY:

- Nil

JULY'S PROGRAM:

DEVELOPING INITIATIVES / ISSUES:

All eyes on Isaac participated in the virtual Australasian Challenge Day on Thursday 30 July. The team consisted of Debra Schafer, Jennifer Ennis, Melanie Skyring, Luke Logan, Zac Malone and Stephen Sauer. The winners will be announced at the LGMA Excellence Awards on 27 August.

Continue to provide support to employees, particularly working from home and employees re-entering the workplace.

IRC will for the first time participate in a cross-country Water Industry Worker Program. The program is focused on the formal recognition of skills and training employees within the civil construction and maintenance field in the water industry. Joshua Ball will be participating in four (4) block training sessions alongside five other “Northern” Councils.

The Lunch and Learn Program will hold two (2) series in August at the Moranbah Community Centre. Guest speakers Bruce Wright and Gary Murphy will be presenting on the topics of “Operators Guide to People, Process, Assets, Quality and WHS” and “Bringing out the best in others”. The sessions will also be delivered online via skype for employees in the region.

We will host a session with the first mentors and mentees that participated in the Pilot Mentoring program to obtain feedback and review the program to make any necessary tweaks and changes to ensure that we build on the success of our first program and ensure the success of the next program.

Litia and Demi have commenced research into the foundations of drafting an Indigenous Recruitment and Retention Strategy. The team will continue to research with a view to providing a draft to the ELT in October.

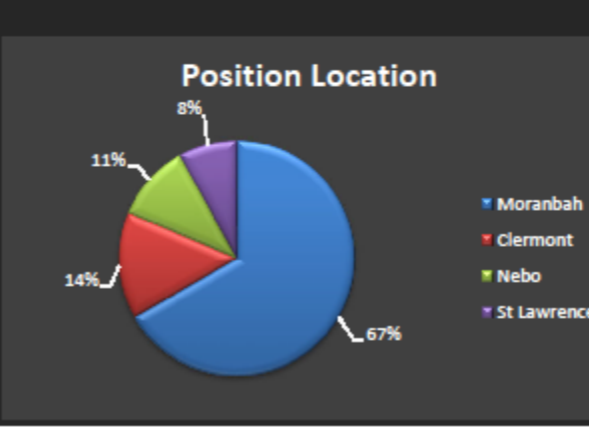
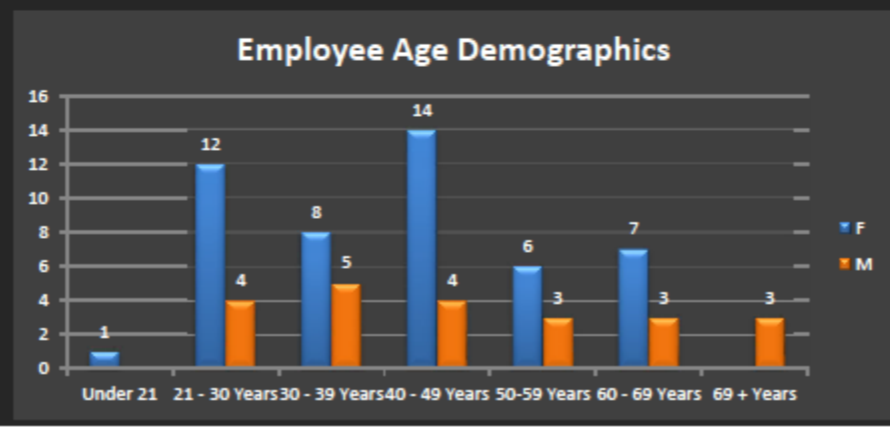
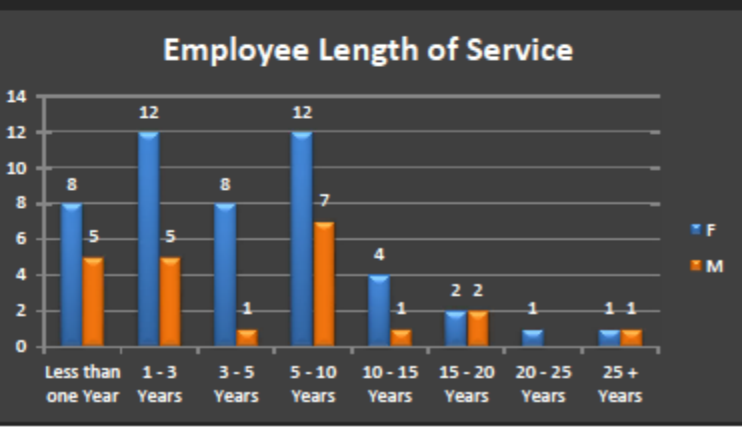
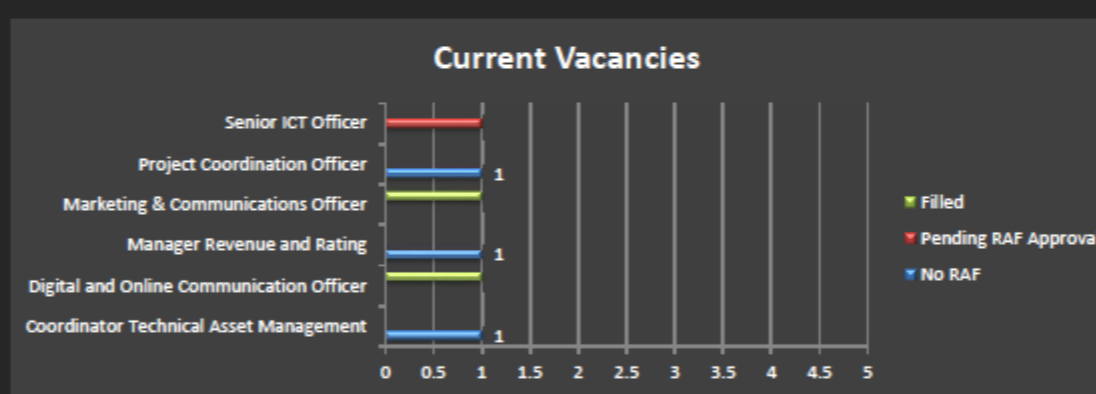
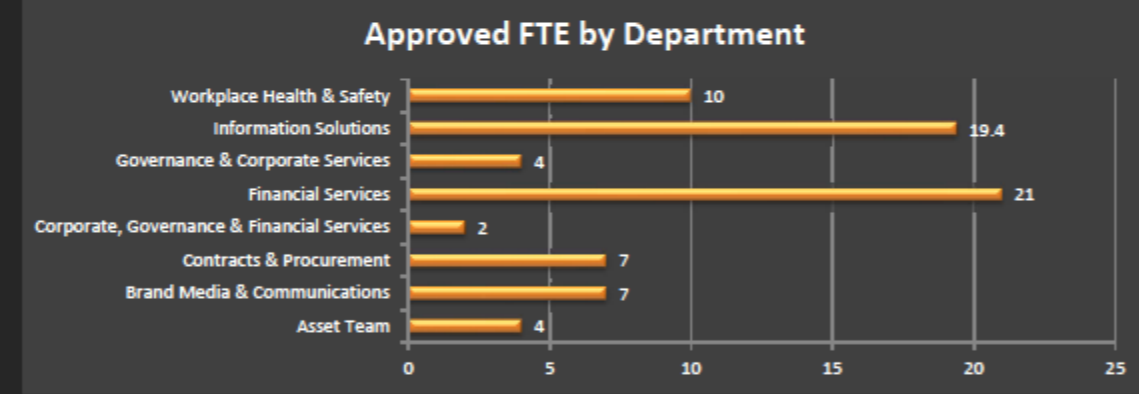
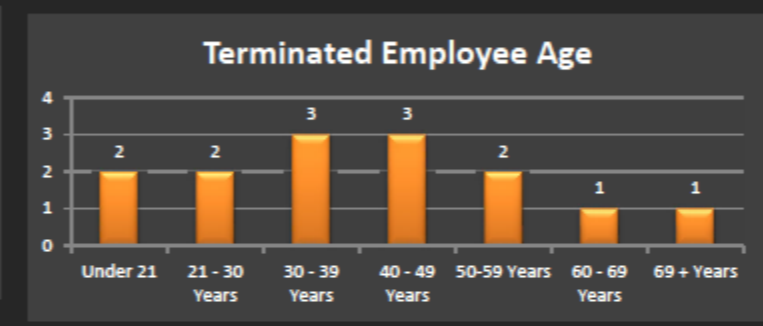
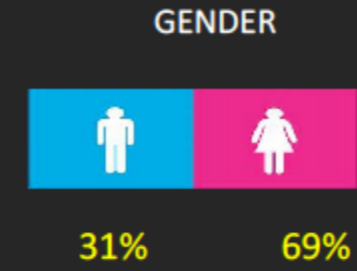
The Code of Conduct training will be available to all employees to access via our Learning Management System (LMS) which will be the first IRC produced training program made available on our LMS that has a reoccurring requirement with reminders for employees to undertake every 2 years. It is anticipated to be available in September.

ESTABLISHMENT REPORT:

Table 1.0 shows the Total Positions at 460.00 Full Time Equivalent (FTE). The PECS transition is still active.

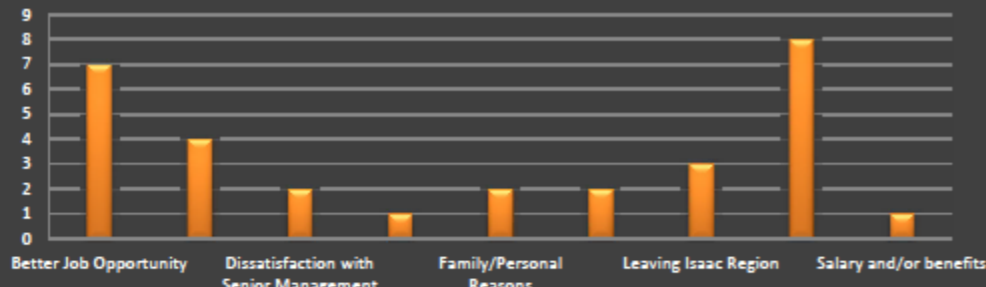
	Approved FTE			ACTUAL POSITIONS		
APPROVED POSITIONS	FILLED	VACANT	TOTAL	FILLED	VACANT	TOTAL
Approved FTE	412.4	47.6	460	424	50	474
ADDITIONAL POSITIONS						
Refill - Vacancy	0	0	0	0	0	0
Refill - Leave Coverage	0	0	0	0	0	0
Refill - Maternity Leave	11.2	10	21.2	13	10	23
Short Term	0	0	0	0	0	0
Apprentice / Trainee	0	0	0	0	0	0
Actual No. Positions	11.2	10	21.2	13	10	23
TOTAL (FTE + NON-FTE HC)	423.6	57.6	481.2	437	60	497
	Approved FTE			Actual Positions		
Department	Filled	Vacant	Total	Filled	Vacant	Total
CEO	5	1	6	5	1	6
People & Performance	10	2	12	10	2	12
Corporate, Governance & Financial Service	2	0	2	2	0	2
Financial Services	20	1	21	20	1	21
Brand Media & Communications	5	2	7	5	2	7
Information Solutions	17.4	2	19.4	18	2	20
Governance & Corporate Services	4	0	4	4	0	4
Contracts & Procurement	7	0	7	7	0	7
Workplace Health & Safety	10	0	10	10	0	10
Asset Team	3	1	4	3	1	4
Galilee & Bowen Basin	6	0	6	6	0	6
Engineering & Infrastructure	1	1	2	1	1	2
Parks & Recreation	54.2	9	63.2	55	9	64
Plant Fleet & Workshop	12	1	13	12	1	13
Infrastructure East	23	1	24	23	1	24
Infrastructure West	43	3	46	43	3	46
Corporate Properties & Fleet	23.8	4.4	28.2	27	5	32
Infrastructure Planning & Technical Service	5	0	5	5	0	5
Planning Environment & Community Service	4	1	5	4	1	5
Economy & Prosperity	9	0	9	9	0	9
Liveability & Sustainability	12	1	13	12	1	13
Community Education & Compliance	16	3	19	16	3	19
Engaged Communities	13.7	0	13.7	14	0	14
Community Hubs	29.8	0.7	30.5	33	1	34
Community Facilities	13.4	2.5	15.9	16	4	20
Waste Services	18.1	0	18.1	19	0	19
Water & Waste	45	11	56	45	11	56
	412.4	47.6	460	424	50	474

CGFS - Demographics - 12 Months to July 2020

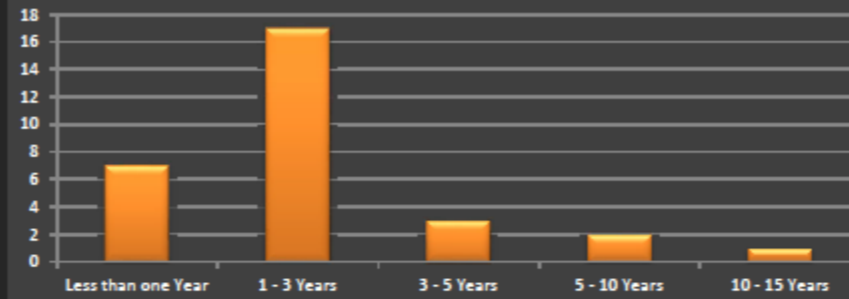


E&I - Demographics - 12 Months to July 2020

Reason for Turnover



Terminated Employee Length of Service



GENDER



73%

27%

HEADCOUNT

170

HIRING

32

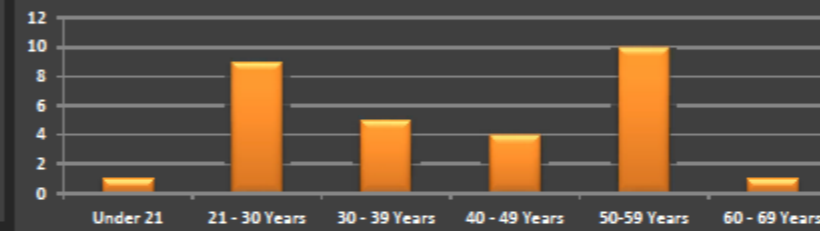
TURNOVER

31

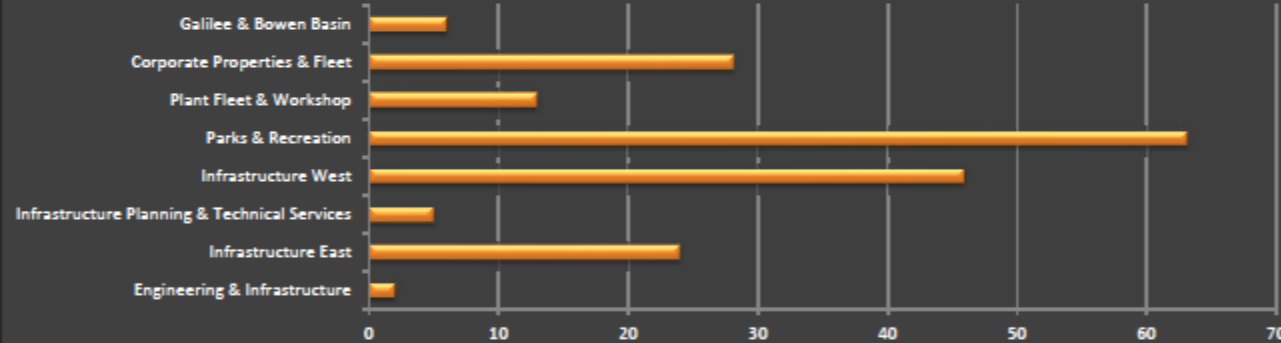
Turnover - 12 Months



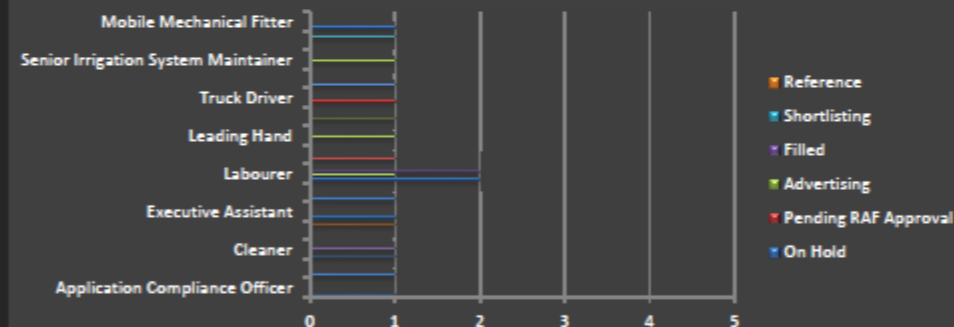
Terminated Employee Age



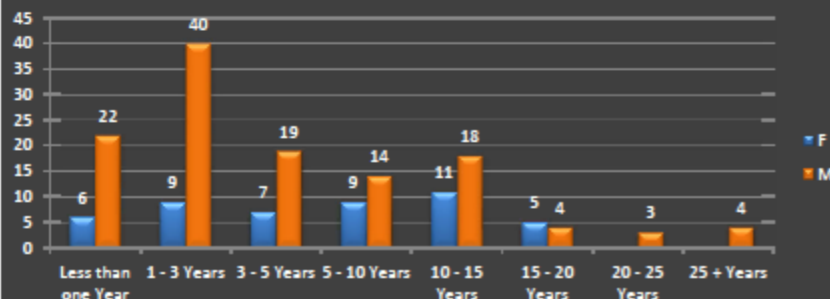
Approved FTE by Department



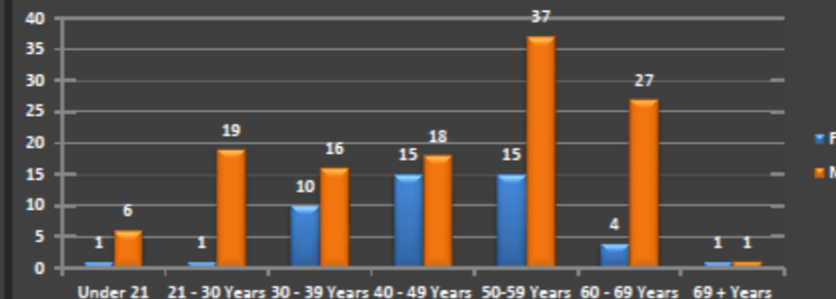
Current Vacancies



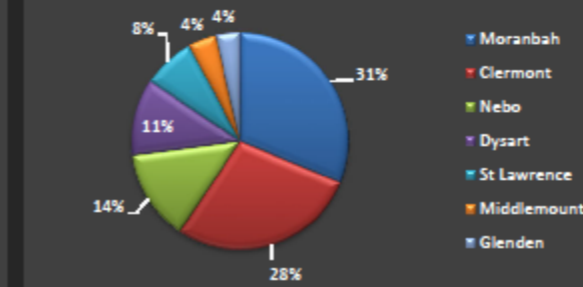
Employee Length of Service



Employee Age Demographics

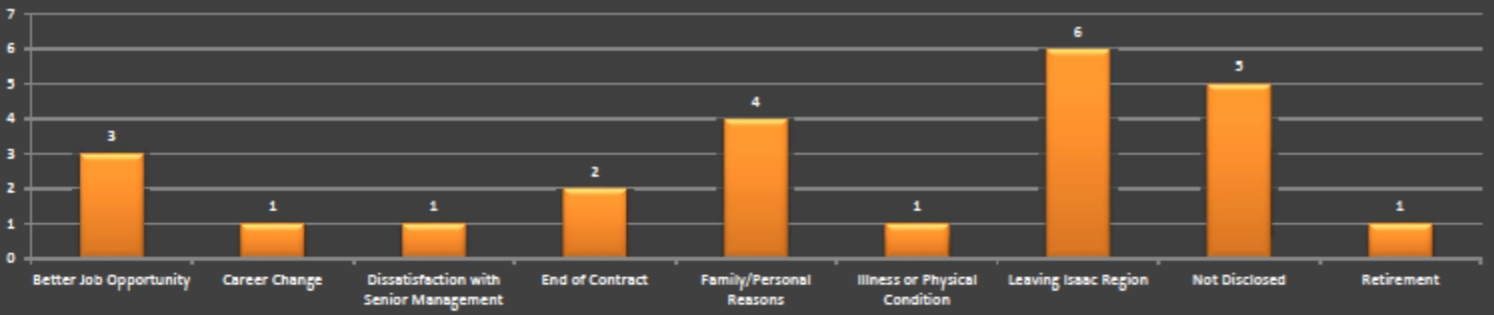


Position Location

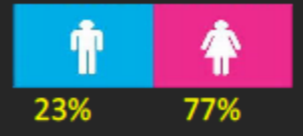


PECS - Demographics - 12 Months to July 2020

Reason for Turnover

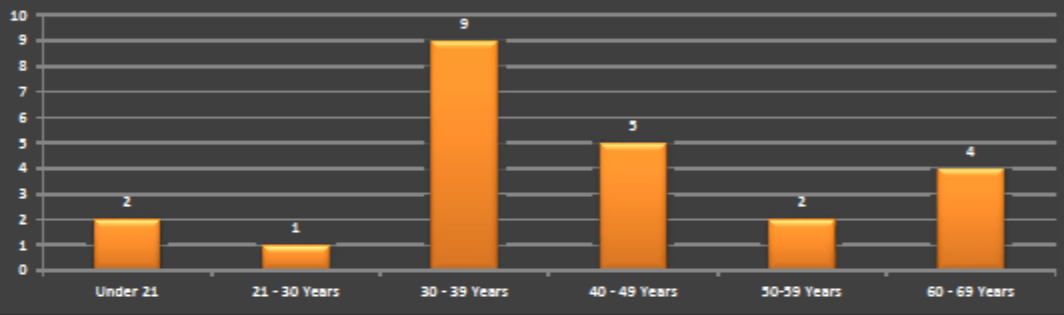


GENDER

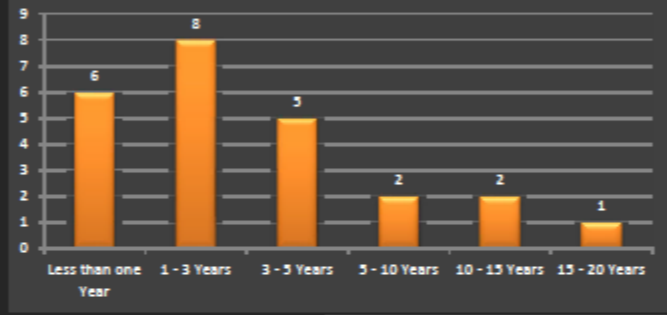


HEADCOUNT **104**
HIRING **20**
TURNOVER **23**

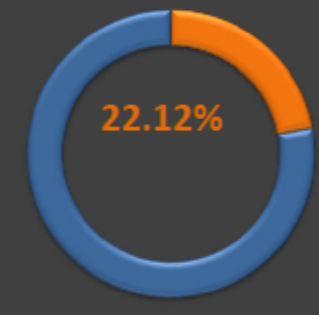
Terminated Employee Age



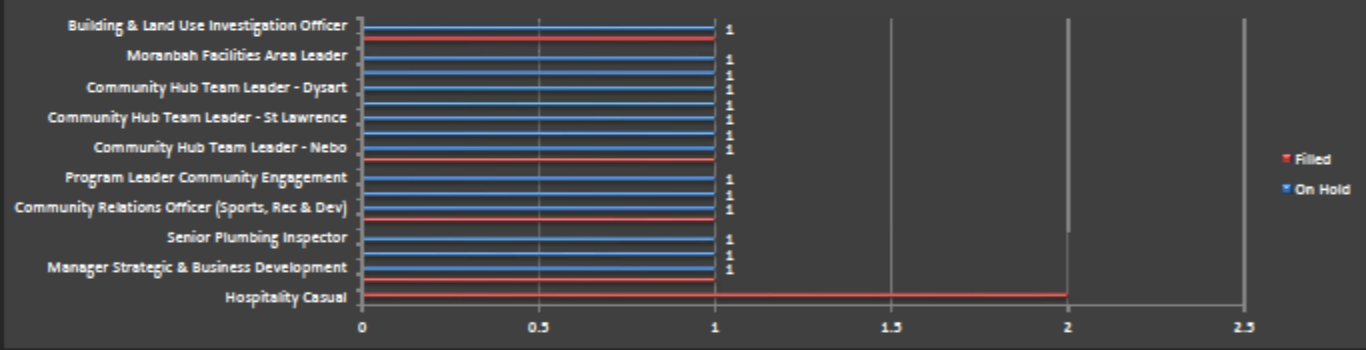
Terminated Employee Length of Service



Turnover - 12 Months



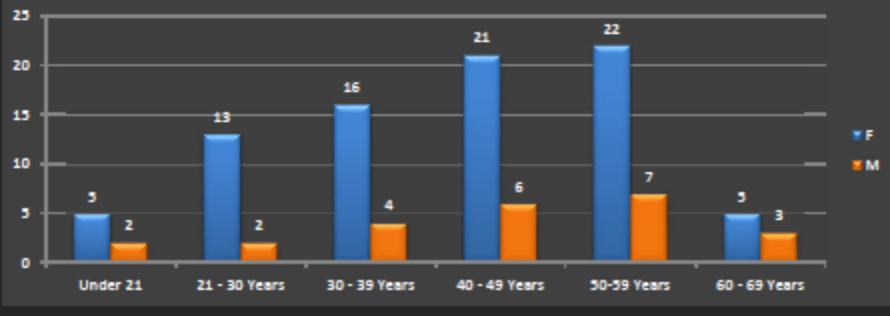
Current Vacancies



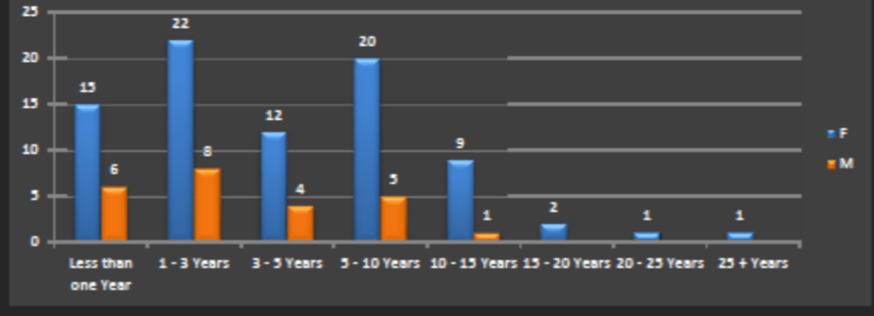
Approved FTE by Department



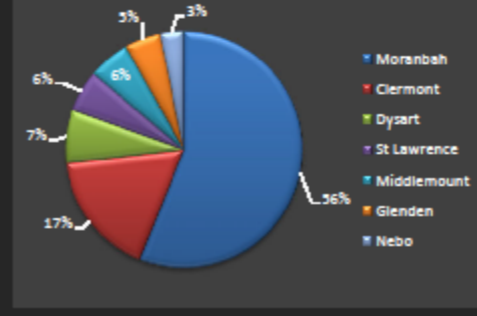
Employee Age Demographics



Employee Length of Service

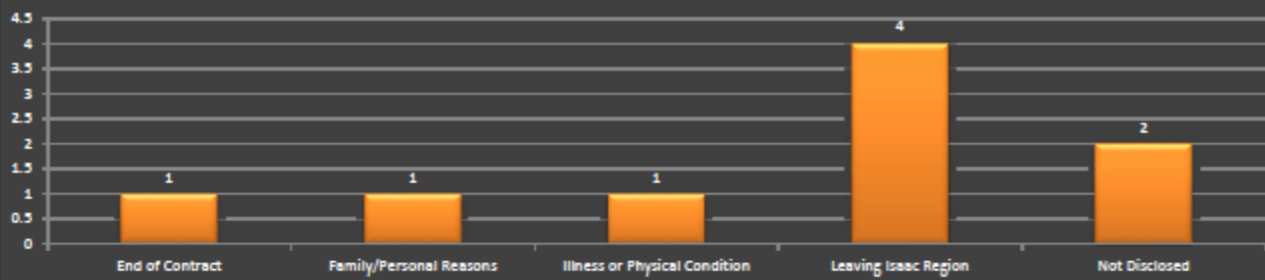


Position Location

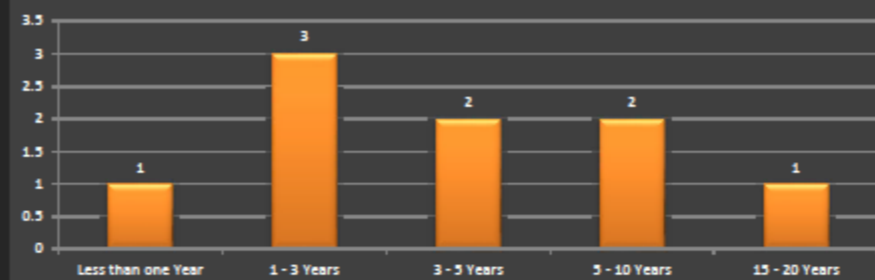


W&W - Demographics - 12 Months to July 2020

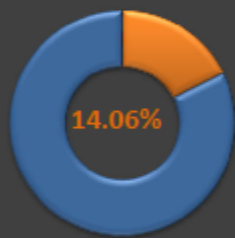
Reason for Turnover



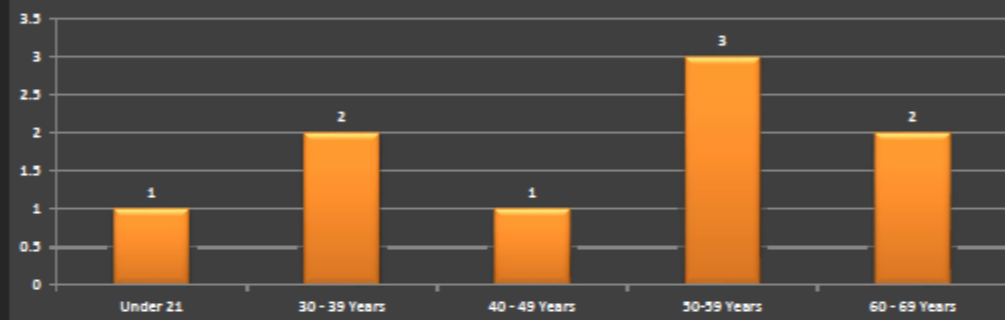
Terminated Employee Length of Service



Turnover - 12 Months



Terminated Employee Age



HEADCOUNT

64

HIRING

6

TURNOVER

9

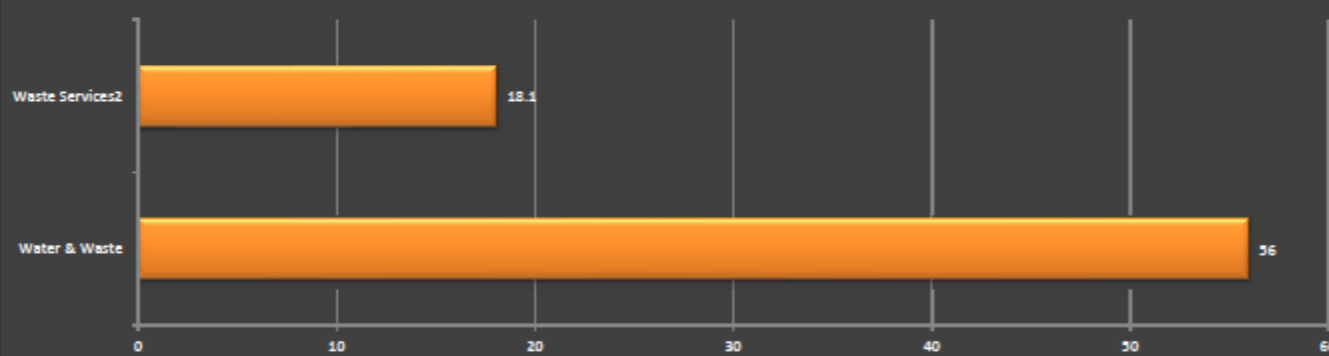
GENDER



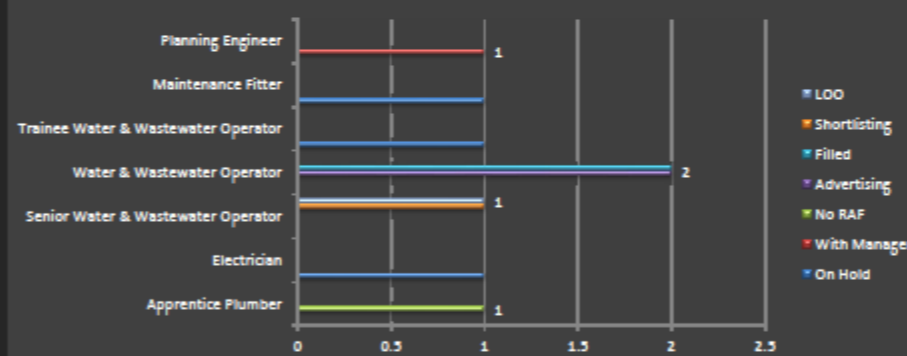
59%

41%

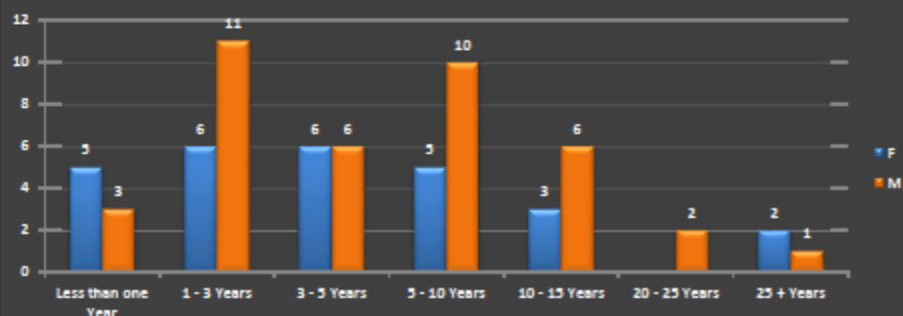
Approved FTE by Department



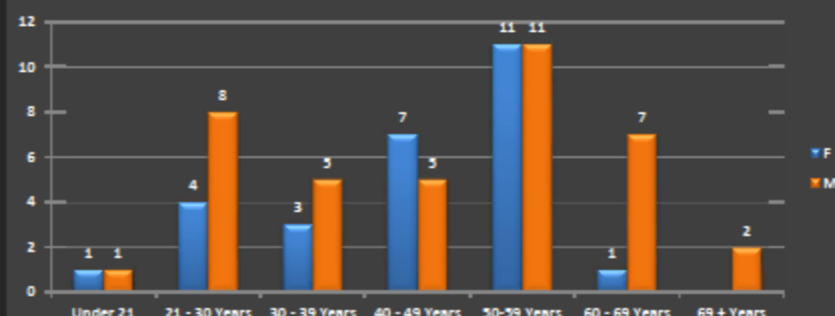
Current Vacancies



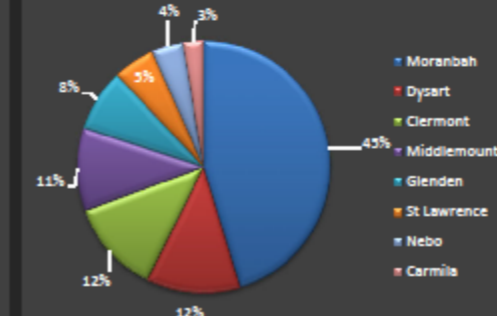
Employee Length of Service



Employee Age Demographics



Position Location

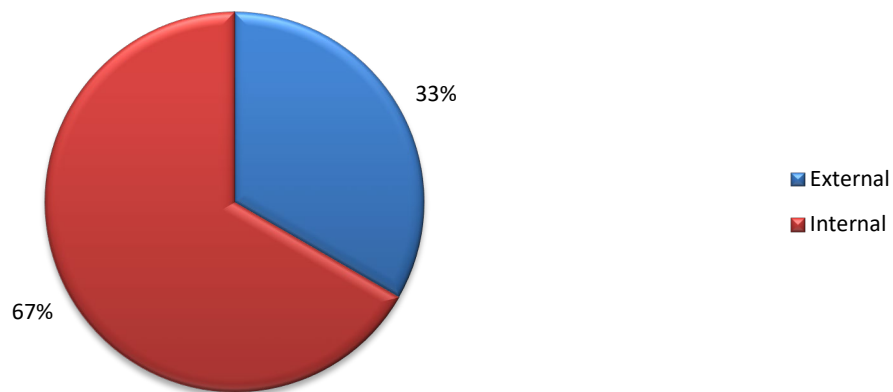


RECRUITMENT UPDATE

Positions Filled in the Month of July 2020.

Position No.	Position Title	Location	FTE	Effective
CEO Office				
Corporate Governance and Financial Services				
52,262	Labourer	Glenden	1	20/07/2020
Engineering and Infrastructure				
66,749	Frontline Service Officer (Library Circulations)	Clermont	1	31/07/2020
Planning, Environment and Community Services				
Water and Wastewater				
81,011	Treatment Plant Supervisor - South	Middlemount	1	20/07/2020

Internal & External Recruitment for the Month



INFORMATION BULLETIN

VACANT POSITIONS – ACTIVE RECRUITMENT

Position No.	Position Title	Location	Vacated Date	FTE	Budgeted	No of Working Days Vacant	Reason for Excessive Period
CEO Office							
10,009	Deputy Chief Executive Officer	Moranbah	0/01/1900	1	Yes	0	
11,106	People & Performance Officer	Moranbah	26/06/2020	1	Yes	26	
11,113	People & Performance Officer	Moranbah	3/04/2020	1	Yes	86	
Corporate Governance and Financial Services							
41,017	Manager Revenue and Rating	St Lawrence	10/05/2020	1	Yes	60	
42,002	Digital and Online Communication Officer	Moranbah	31/07/2020	1	Yes	1	
42,003	Marketing & Communications Officer	Clermont	5/06/2020	1	Yes	41	
44,104	Senior ICT Officer	Moranbah	10/05/2020	1	Yes	60	
44,230	Coordinator Technical Asset Management	Moranbah	1/11/2019	1	Yes	196	
49,003	Project Coordination Officer	Moranbah	8/05/2020	1	Yes	61	
Engineering and Infrastructure							
50,001	Executive Assistant	Moranbah	20/03/2020	1	Yes	96	
52,215	Labourer General Trades	Moranbah	17/02/2017	1	Yes	901	
52,226	Groundsman	Moranbah	13/11/2019	1	Yes	188	
52,227	Senior Irrigation System Maintainer	Moranbah	27/12/2019	1	Yes	156	
52,235	Labourer	Clermont	3/05/2020	1	Yes	65	
52,238	Leading Hand	Clermont	17/05/2020	1	Yes	55	
52,239	Labourer	Clermont	4/02/2020	1	Yes	129	
52,252	Labourer	Nebo	15/05/2020	1	Yes	56	
52,263	Labourer/Gardener	Glenden	21/02/2020	1	Yes	116	
52,282	Labourer	Middlemount	9/06/2020	1	Yes	39	
55,604	Truck Driver	Clermont	22/05/2020	1	Yes	51	
56,213	Grader Operator	Clermont	19/04/2020	1	Yes	75	
56,422	Labourer	Dysart	29/05/2020	1	Yes	46	
56,514	Plant Operator	Moranbah	21/02/2020	1	Yes	116	
57,503	Application Compliance Officer	Moranbah	8/03/2020	0.7	Yes	105	
57,507	Apprentice Carpenter	Moranbah	20/02/2020	1	Yes	117	
57,509	Electrician	Moranbah	23/08/2019	1	Yes	246	
57,615	Cleaner	Middlemount	19/06/2020	0.7	Yes	31	
57,621	Cleaner	Glenden	8/05/2020	1	Yes	61	
58,213	Mobile Mechanical Fitter	Moranbah	17/01/2020	1	Yes	141	

INFORMATION BULLETIN

Position No.	Position Title	Location	Vacated Date	FTE	Budgeted	No of Working Days Vacant	Reason for Excessive Period
Planning, Environment and Community Services							
60,100	Manager Strategic & Business Development	Moranbah	31/01/2020	1	Yes	131	
63,543	Administration Officer - LS	Moranbah	8/05/2020	1	Yes	61	
64,502	Building & Land Use Investigation Officer	Moranbah	20/07/2018	1	Yes	531	
64,520	Senior Building Surveyor	Moranbah	5/06/2020	1	Yes	41	
64,530	Senior Plumbing Inspector	Moranbah	0/01/1900	1	Yes		
64,543	Compliance Officer	Moranbah	24/07/2020	1	Yes	6	
65,606	Community Relations Officer (Sports, Rec & Dev)	Moranbah	0/01/1900	1	Yes		
65,607	Community Relations Officer (First Peoples)	Moranbah	0/01/1900	1	Yes		
65,610	Program Leader Community Engagement	Moranbah	0/01/1900	1	Yes		
66,721	Community Hub Team Leader - Nebo	Moranbah	0/01/1900	1	Yes		
66,725	Community Hub Team Leader - Glenden	Moranbah	0/01/1900	1	Yes		
66,729	Community Hub Team Leader - St Lawrence	Moranbah	0/01/1900	1	Yes		
66,741	Community Hub Team Leader - Middlemount	Moranbah	0/01/1900	1	Yes		
66,746	Community Hub Team Leader - Dysart	Moranbah	0/01/1900	1	Yes		
66,750	Community Hub Team Leader - Clermont	Moranbah	0/01/1900	1	Yes		
66,754	Frontline Service Officer	Clermont	31/07/2020	0.7	Yes	1	
67,613	Hospitality Casual	Dysart	17/07/2020	0.5	Yes	11	
67,623	Casual Community Facilities Officer	Glenden	31/07/2020	0.5	Yes	1	
67,630	Moranbah Facilities Area Leader	Moranbah	0/01/1900	1	Yes		
67,638	Hospitality Casual	Moranbah	29/05/2020	0.5	Yes	46	
Water and Waste							
81,015	Water & Wastewater Operator	Dysart	25/04/2020	1	Yes	70	
81,016	Senior Water & Wastewater Operator	Middlemount	17/05/2019	1	Yes	316	
81,017	Water & Wastewater Operator	Dysart	16/12/2019	1	Yes	165	
81,019	Apprentice Plumber	Clermont	13/04/2020	1	Yes	80	
81,021	Water & Wastewater Operator	Middlemount	19/06/2020	1	Yes	31	
81,057	Senior Water & Wastewater Operator	Clermont	13/09/2019	1	Yes	231	
81,084	Water & Wastewater Operator	Moranbah	19/07/2020	1	Yes	10	
81,089	Trainee Water & Wastewater Operator	Moranbah	7/01/2020	1	Yes	149	
81,097	Electrician	Moranbah	0/01/1900	1	Yes		
81,098	Maintenance Fitter	Moranbah	0/01/1900	1	Yes		
81,602	Planning Engineer	Moranbah	3/05/2019	1	Yes	326	

TURNOVER DEMOGRAPHICS

Figure 1.0 Turnover Demographics – 12 Months.

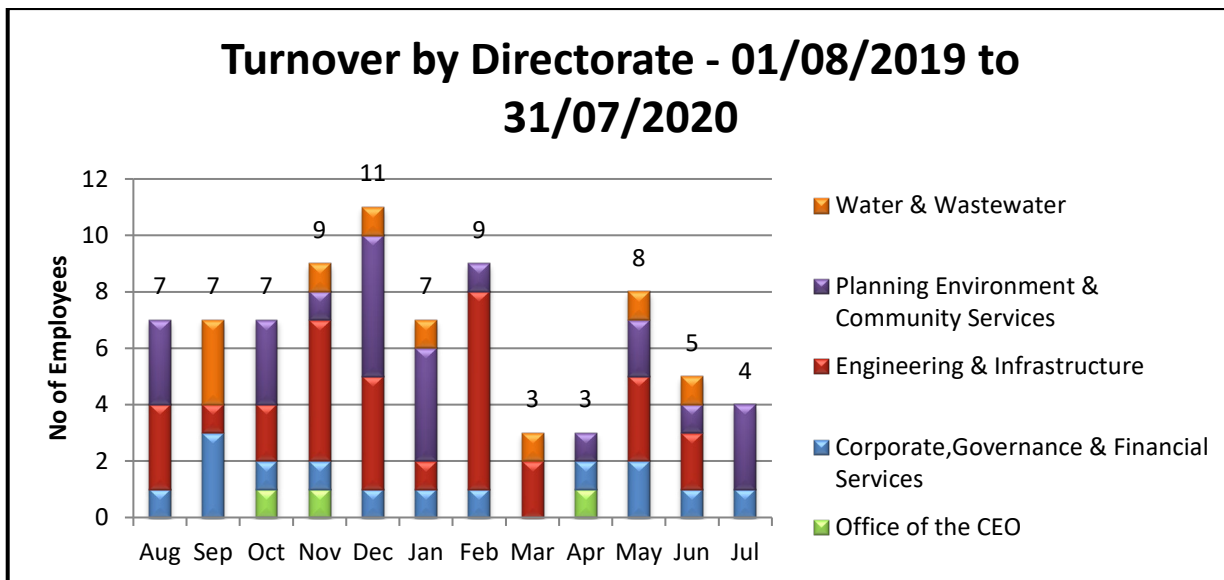


Figure 2.0 Turnover Demographics – Reason for Turnover 12 Months.

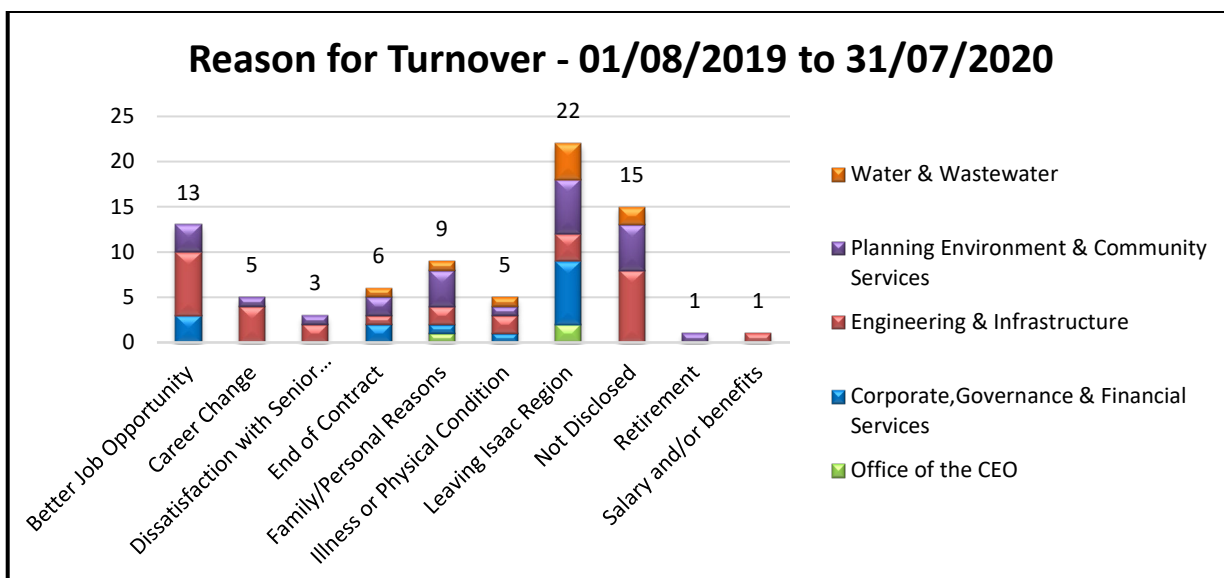
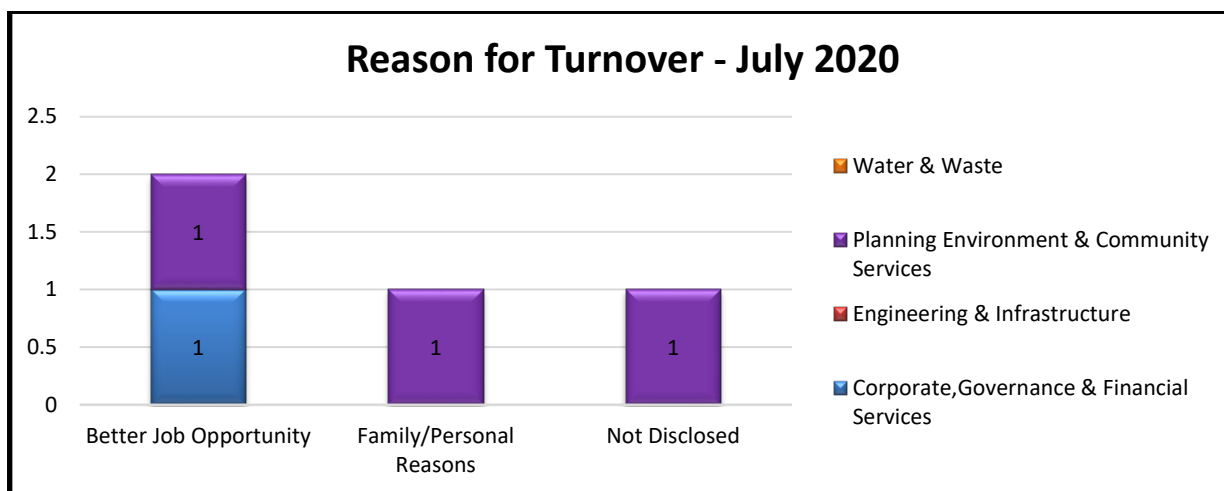


Figure 3.0 Turnover Demographics – Reason for Turnover – July.

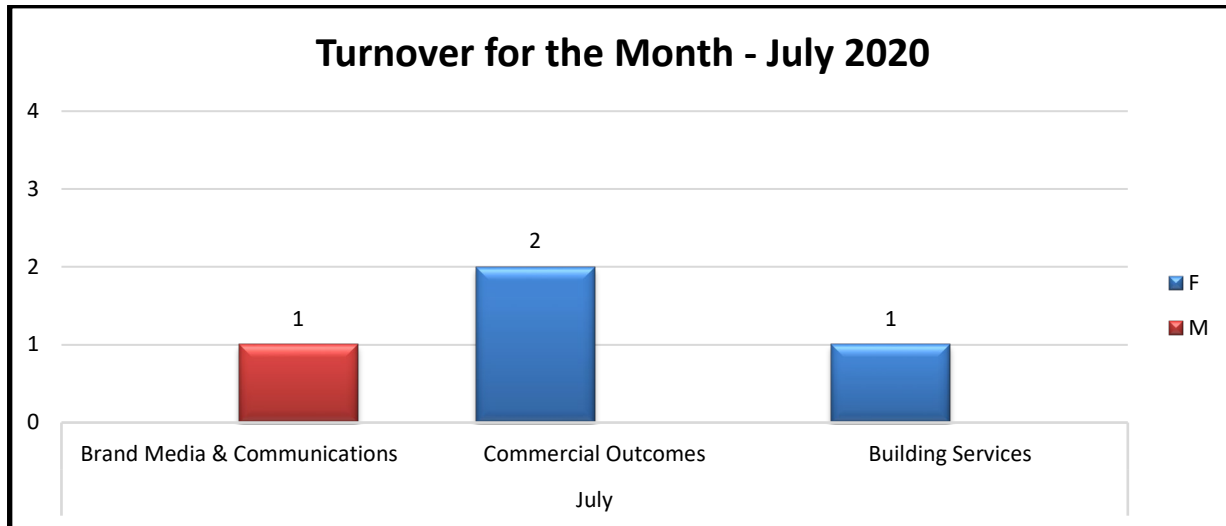


Directorate	Monthly Turnover	Annual Turnover
Office of the CEO	0.00%	20.00%
Corporate, Governance & Financial Services	1.47%	17.65%
Engineering & Infrastructure	0.00%	18.34%
Planning Environment & Community Services	2.88%	22.12%
Water & Wastewater	0.00%	14.06%
Monthly Turnover	0.95%	18.57%

Annual Employee Turnover by Gender	No.	%
Male	39	18.93%
Female	39	18.22%

Directorate Turnover by Gender	Female	Male
Office of the CEO	0	0
Corporate, Governance & Financial Services	0	1
Engineering & Infrastructure	0	0
Planning Environment & Community Services	0	3
Water & Wastewater	0	0
Monthly Turnover	0	4

Figure 4.0 Turnover Demographics – Turnover by Gender for the Month - June.



WORKFORCE – DEMOGRAPHICS

Figure 1.0 Workforce Demographics – Male vs Female employees

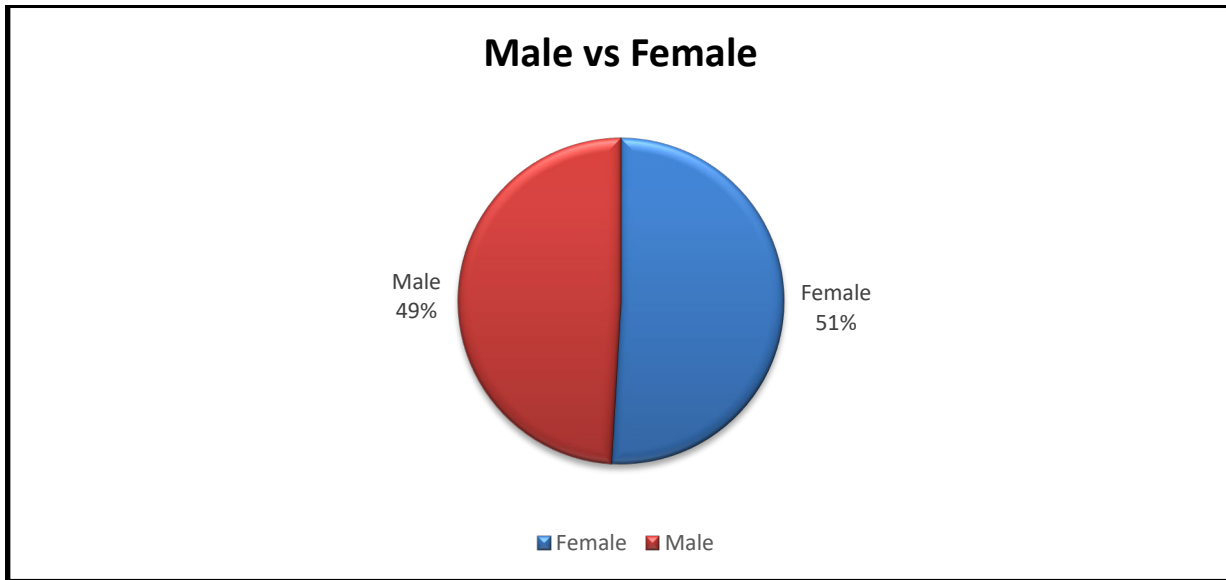


Figure 2.0 Workforce Demographics – Male vs Female – Management Positions

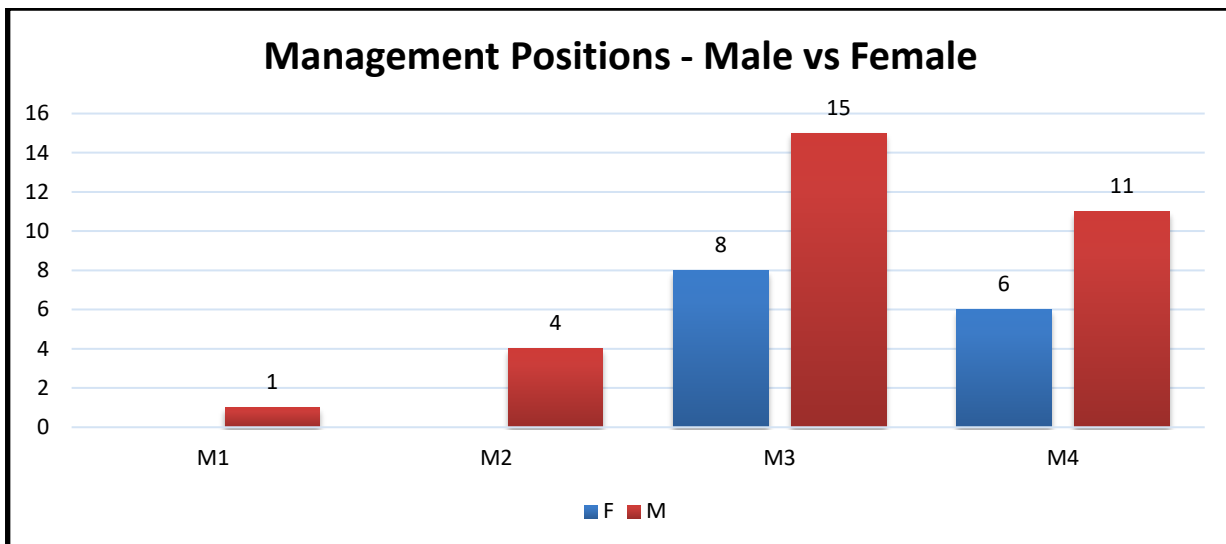


Figure 3.0 Workforce Demographics – Male vs Female – M3/M4 Management Positions

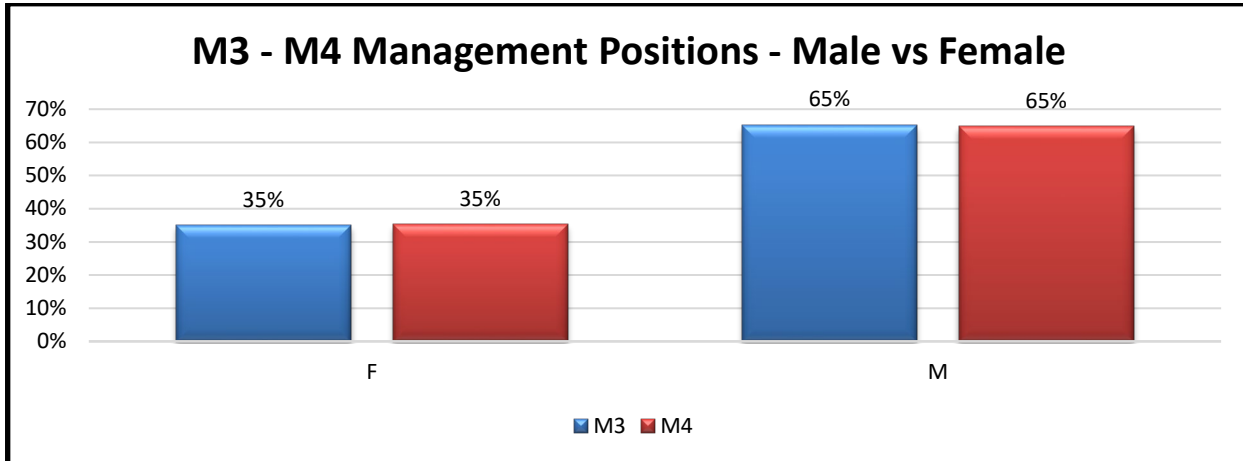


Figure 4.0 Workforce Demographics – Indigenous Employees

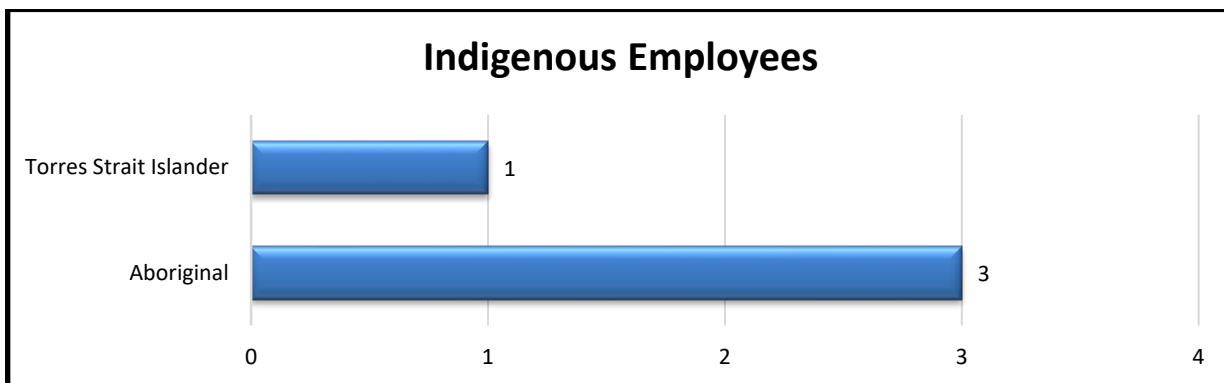
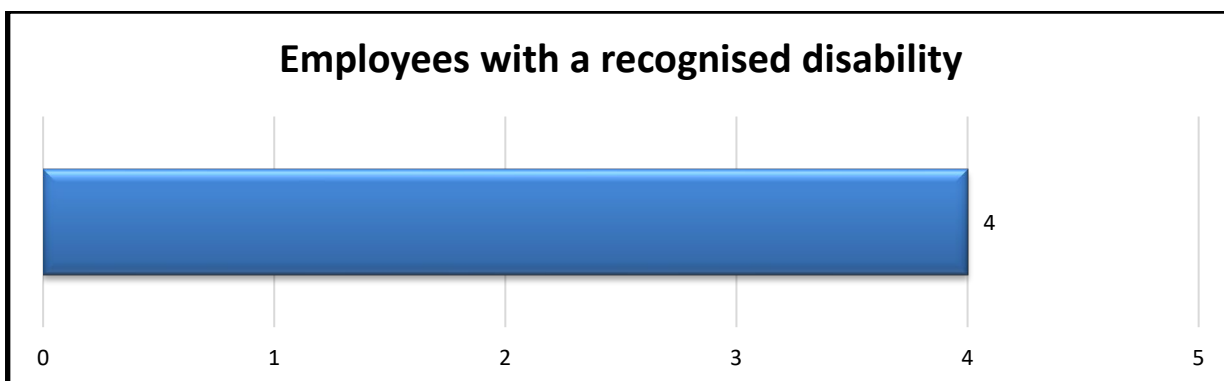


Figure 5.0 Workforce Demographics – Employees with a recognised disability



WORKFORCE - LEAVE

Figure 1.0 Workforce Demographics – Excess Annual Leave by Directorate.

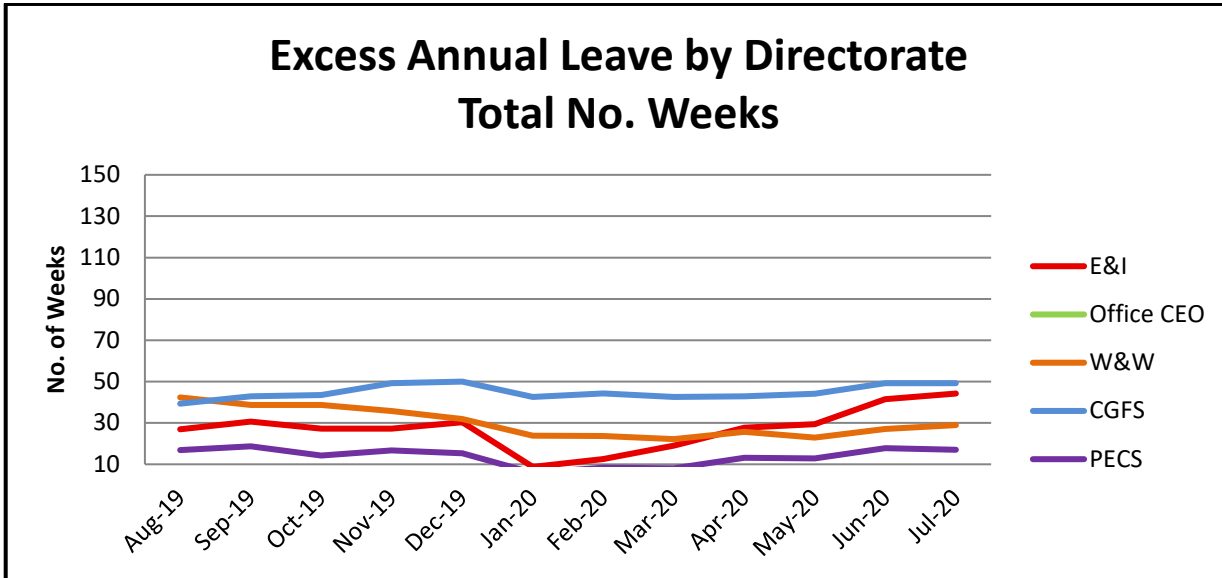


Figure 2.0 Workforce Demographics – Excess Long Service Leave by Directorate.

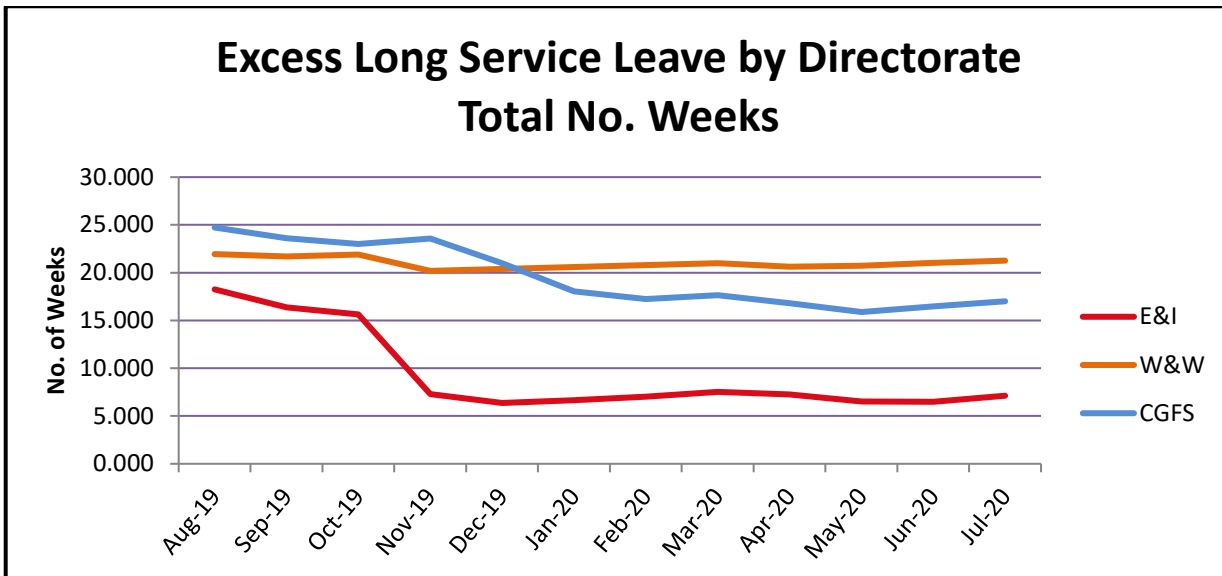
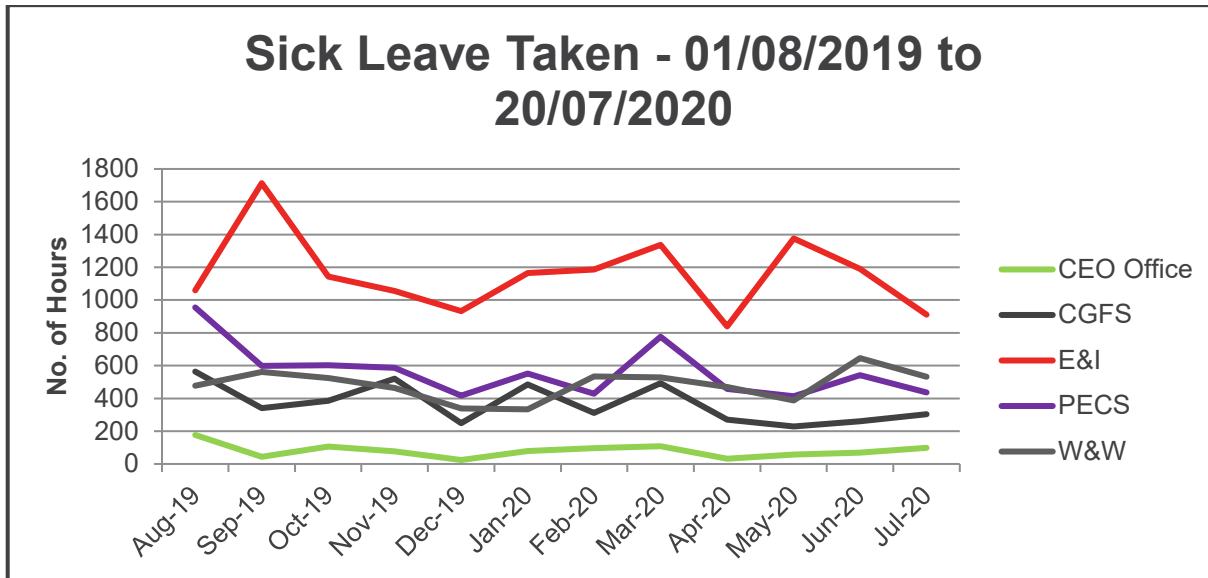


Figure 3.0 Workforce Demographics – Sick Leave Taken by Directorate.



TRAINING INFORMATION

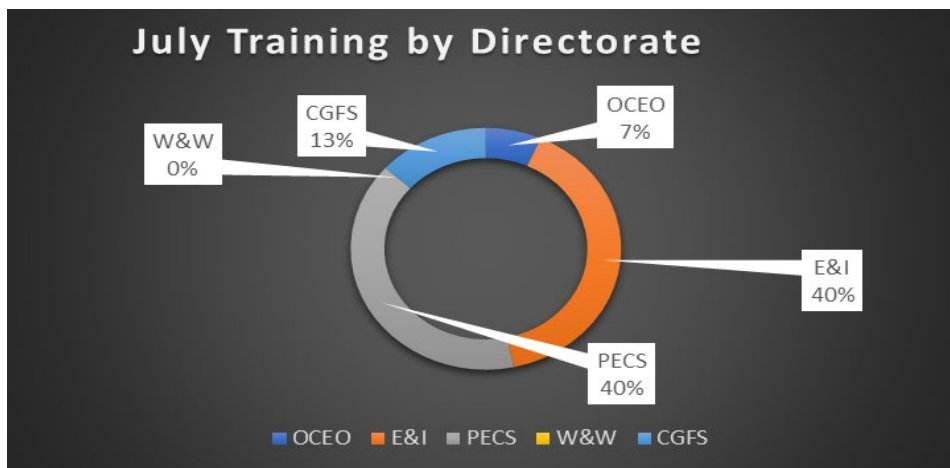
How many hours of training undertaken?

- 189.25 hours (training course x employees attending)
- Block Training – Apprentice Plumber (108.75 hours)
- Provide First Aid x 3 (22.5 hours)
- Understanding native Title: The Fundamentals x 1 (1 hour)
- Maximising Performance Through Conversations Lunch n Learns
 - Being an authentic Leader x 6 (6 hours)
 - Five Conversations Framework x 6 (6 hours)
- ACC Administration of Construction Contracts x 2 (30 hours)
- Chainsaw x 2 (15 hours)

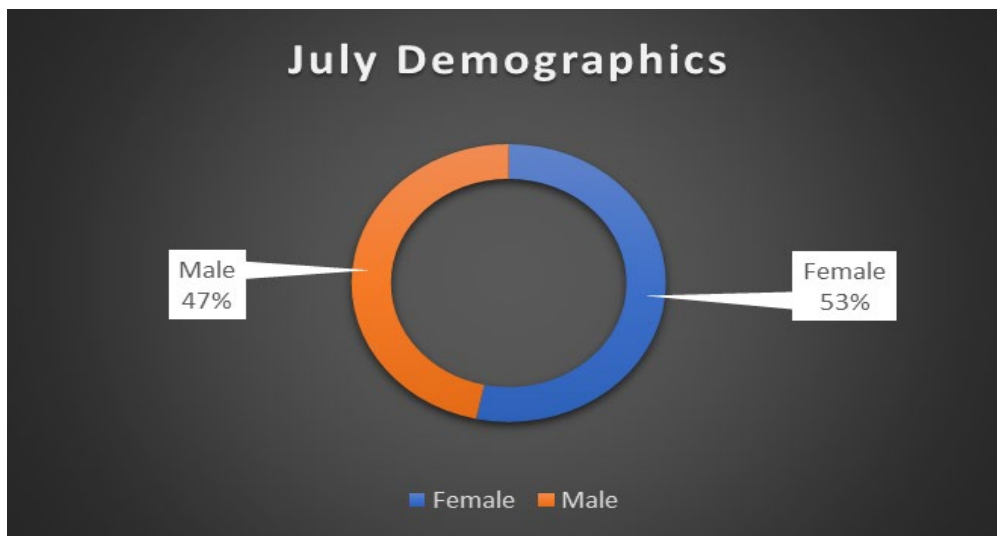
How many employees received training for the month?

- 13 employees

Directorate	E&I	PECS	W&W	OCEO	CGFS
Number of Employees	6	4	0	1	2



- Training undertaken by eight (8) woman and five (5) men.



TRAINING BUDGET SPEND

- Verifications of Competencies x 1
- Training budget spend (FY spend to date v Budget for all IRC)
- Two new apprentices in the Civil Construction field will be sign-up in July

Operating Ledger & Budgets YTD

Actual Income YTD	(11,500.00)	Budget Income	(74,234.99)	Rev Budget Income	0.00
Actual Expenditure YTD	2,659.75	Budget Expenditure	31,170.86	Rev Budget Expenditure	0.00

CYBER SECURITY AWARENESS TRAINING

- Cyber safety awareness new module out at end of the month.

TRAINING SESSION TO BE HELD IN AUGUST AND SEPTEMBER

- Provide First Aid
- Traffic Management Implementation
- Construction Card
- Confined Space
- Working at Heights
- Dealing with Workplace Conflict

If you would like to participate in any of these sessions, please submit a request to attend training form.

Report authorised by:

GARY STEVENSON PSM

Chief Executive Officer

Date August 2020

ATTACHMENTS:

- Nil