

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 9 MARCH 2021
COMMENCING AT 1.00PM
COUNCIL CHAMBERS, MORANBAH

GARY STEVENSON PSM

Chief Executive Officer

DARREN FETTEL

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

Local Government Regulation 2012

Chapter 8, Part 2 Local Government Meetings and Committees

Division 1A, Requirements for Local Government Meetings Generally

Section 254J Closed meetings

- (1) A local government may resolve that all or part of a meeting of the local government be closed to the public.
- (2) A committee of a local government may resolve that all or part of a meeting of the committee be closed to the public.
- (3) However, a local government or a committee of a local government may make a resolution about a local government meeting under subsection (1) or (2) only if its councillors or members consider it necessary to close the meeting to discuss one or more of the following matters—
 - (a) the appointment, discipline or dismissal of the chief executive officer;
 - (b) industrial matters affecting employees;
 - (c) the local government's budget;
 - (d) rating concessions;
 - (e) legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government;
 - (f) matters that may directly affect the health and safety of an individual or a group of individuals;
 - (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;
 - (h) negotiations relating to the taking of land by the local government under the [Acquisition of Land Act 1967](#);
 - (i) a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State.
- (4) However, a local government or a committee of a local government must not resolve that a part of a local government meeting at which a decision mentioned in [section 150ER\(2\)](#), [150ES\(3\)](#) or [150EU\(2\)](#) of the [Act](#) will be considered, discussed, voted on or made be closed.
- (5) A resolution that a local government meeting be closed must—
 - (a) state the matter mentioned in subsection (3) that is to be discussed; and
 - (b) include an overview of what is to be discussed while the meeting is closed.
- (6) A local government or a committee of a local government must not make a resolution (other than a procedural resolution) in a local government meeting, or a part of a local government meeting, that is closed.

Conflict of Interest Obligations

Reference is made to Section 150EL of the Local Government Act 2009. Specifically, the obligation of Councillors when they first become aware they have a conflict of interest to make the Chief Executive Officer aware in writing or if in a meeting, ensure they declare immediately.

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

STANDING COMMITTEE MEETING

OF ISAAC REGIONAL COUNCIL

TO BE HELD ON

TUESDAY 9 MARCH 2021

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 in Council Chambers, Moranbah, commencing 1:00pm on Tuesday 9 February 2021.

5. OFFICER REPORTS

5.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT AS AT 28 FEBRUARY 2021

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).

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5.3 ORGANISATIONAL DEVELOPMENT PLAN – FINAL CLOSE OUT STATUS

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with a final update on the status of actions and priorities identified in the Chief Executive Officer's Organisational Development Plan, originally adopted in December 2016.

5.4 2020/2021 2ND QUARTER BUDGET REVIEW

EXECUTIVE SUMMARY

A review of the current budget has been undertaken with each of the respective Departmental Managers and then reviewed by their respective Directors and Executive Leadership Team as at 31 December 2020, with consideration to the current January trends. The budget review recognises a \$2M decrease in operating revenue, a \$400K increase in operating expenses leading to the proposed \$2.4M decrease to the budgeted operating surplus. In relation to capital, there is a proposed \$200K decrease to capital revenue and a \$1.86M decrease to the capital expenditure program.

5.5 LOCAL GOVERNMENT WORKCARE MID TERM HEALTH AND SAFETY MANAGEMENT SYSTEM AUDIT REPORT

EXECUTIVE SUMMARY

Council has received the results of the recent audit conducted as part of the Self Insurance for Local Government Workcare (LGW).

The two primary objectives of the audit were:

1. To ascertain compliance with the required performance benchmark; and
2. To provide LGW and Isaac Regional Council's OHS and Executive Management Team's with a meaningful report to improve WHS performance.

The score achieved for Element 3 was 86.85% which is above the 70% required pass mark, indicating that Isaac Regional Council has suitably implemented and maintained its safety management system in compliance with the National Health and Safety Audit Tool. In addition to the 86.85% pass for element 3, there were no non-conformances raised subsequent to this audit.

5.6 POLICY UPDATE – EXCEPTIONAL CIRCUMSTANCES

EXECUTIVE SUMMARY

This report seeks Council's consideration to review and consider the updated Exceptional Circumstances Policy.

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5.7 POLICY UPDATE – FREQUENT FLYER AND OTHER LOYALTY REWARD SCHEMES

EXECUTIVE SUMMARY

This report seeks Council's consideration to review and consider the updated Frequent Flyer and other Loyalty Reward Schemes Policy.

6. INFORMATION BULLETINS

6.1 CORPORATE, GOVERNANCE AND FINANCIAL SERVICES INFORMATION BULLETIN – MARCH 2021

EXECUTIVE SUMMARY

The Corporate, Governance and Financial Services Directorate Information Bulletin for March 2021 is provided for Committee review.

6.2 PEOPLE AND PERFORMANCE INFORMATION BULLETIN – MARCH 2021

EXECUTIVE SUMMARY

The People and Performance Information Bulletin for March 2021 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, 9 FEBRUARY 2021
COMMENCING AT 1.00PM

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
CORPORATE, GOVERNANCE AND FINANCIAL SERVICES
STANDING COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, MORANBAH
ON TUESDAY 9 FEBRUARY 2021

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ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
CORPORATE, GOVERNANCE AND FINANCIAL SERVICES
STANDING COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, MORANBAH
ON TUESDAY 9 FEBRUARY 2021 COMMENCING AT 1:00PM

ATTENDANCE Cr Jane Pickels, Division Seven (Chair)
Mayor Anne Baker
Cr Sandy Moffat, Division Two
Cr Lyn Jones, Division Six
Cr Viv Coleman, Division Eight

OFFICERS PRESENT Mr Gary Stevenson PSM, Chief Executive Officer
Mr Darren Fettell, Director Corporate Governance and Financial Services
Ms Liza Perrett, Manager Governance and Corporate Services
Mr Michael Krulic, Manager Financial Services
Mr Robert Kane, Chief Information Officer
Mr John Squire, Manager Contracts and Procurement
Ms Carenda Jenkin, Acting Manager Brand, Media and Communication
Mrs Nicole Money, Executive Assistant

1. OPENING

The Chair declared the meeting open at 1.00pm and acknowledged the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

The Mayor was not present at the commencement of the meeting.

2. APOLOGIES

No apologies this meeting.

3. DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interest declared at this meeting.

Resolution No.: CGFS0590

Moved: Cr Sandy Moffat

Seconded: Cr Viv Coleman

That the Committee recommends that Council:

- 1. Receive the financial statements for the period ended 31 January 2021 pursuant to and in accordance with the Local Government Regulation 2012 (s204).**

Carried

ATTENDANCE

Mr Jeff Stewart-Harris left the meeting room at 1.12pm

Ms Liza Perrett returned to the meeting room at 1.12pm

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 that Council:

- 1. Note the Work, Health and Safety report.**

Resolution No.: CGFS0591

Moved: Cr Sandy Moffat

Seconded: Cr Lyn Jones

That the Committee recommends that Council:

- 1. Note the Work, Health and Safety report.**

Carried

Note: Director Corporate, Governance and Financial Services tabled an updated attachment for the Work, Health and Safety Update

5.3 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 as at 30 December 2020 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 (CORP-POL-025).***

Resolution No.: CGFS0592

Moved: Cr Lyn Jones

Seconded: Cr Sandy Moffat

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 (CORP-POL-025).**

Carried

5.4 Policy Update - Lobbying and Lobbyist Activity

EXECUTIVE SUMMARY

This report seeks Council's consideration to review and consider the updated Policy - Lobbying and Lobbyist Activity Policy and new supporting documents.

OFFICER'S RECOMMENDATION

That the Committee recommends to Council:

1. ***Repeal the Lobbying and Lobbyist Activity Policy (IRC/STAT-014)***
2. ***Adopt the updated 'Lobbying and Lobbyist Activity' Policy (CORP-POL-109)***
3. ***Endorse the 'Lobbying and Lobbyist Activity' Procedure (CORP-PRO-103)***

Resolution No.: CGFS0593

Moved: Cr Viv Coleman

Seconded: Cr Sandy Moffat

That the Committee recommends that Council:

- 1. Repeal the Lobbying and Lobbyist Activity Policy (IRC/STAT-014)**
- 2. Adopt the updated 'Lobbying and Lobbyist Activity' Policy (CORP-POL-109)**
- 3. Endorse the 'Lobbying and Lobbyist Activity' Procedure (CORP-PRO-103)**

Carried

5.5 Policy Update - Record Keeping Policy

EXECUTIVE SUMMARY

This report seeks Council's consideration to review and consider the updated Record Keeping Policy.

OFFICER'S RECOMMENDATION

That the Committee recommends to Council:

- 1. Repeal the 'Record Keeping' Policy (CGFS-095)**
- 2. Adopt the updated 'Record Keeping' Policy (CORP-POL-026)**

Resolution No.: CGFS0594

Moved: Cr Lyn Jones

Seconded: Cr Viv Coleman

That the Committee recommends that Council:

- 1. Repeal the 'Record Keeping' Policy (CGFS-095)**
- 2. Adopt the updated 'Record Keeping' Policy (CORP-POL-026)**

Carried

5.6

2020-2021 Annual Operation Plan - 2nd Quarter Performance Report

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with the 2nd quarterly performance report, for period ending 31 December 2020, on the progress towards implementing the 2020-2021 Annual Operational Plan.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. **Receive and note the 2nd quarterly performance report on the 2020-2021 Annual Operational Plan, for period ending 31 December 2020.**

Resolution No.: CGFS0595

Moved: Cr Sandy Moffat

Seconded: Cr Viv Coleman

That the Committee recommends that Council:

1. **Receive and note the 2nd quarterly performance report on the 2020-2021 Annual Operational Plan, for period ending 31 December 2020.**

Carried

5.7

2021 Australian Local Government Association National General Assembly

EXECUTIVE SUMMARY

The Australian Local Government Association National General Assembly is Australia's largest and most influential gathering of Local Government Councillors, Mayors, Chairs and Officials.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. **Nominate Councillors [____] to attend the 2021 Australian Local Government Association National General Assembly to be held in Canberra from 20 to 23 June 2021.**
2. **Delegate to Councillors [____] voting rights on behalf of Isaac Regional Council at the 2021 Australian Local Government Association National General Assembly of Local Government.**

Resolution No.: CGFS0596

Moved: Cr Sandy Moffat

Seconded: Cr Viv Coleman

That the Committee recommends that Council:

1. Nominate Councillors [] to attend the 2021 Australian Local Government Association National General Assembly to be held in Canberra from 20 to 23 June 2021.
2. Delegate to Councillors [] voting rights on behalf of Isaac Regional Council at the 2021 Australian Local Government Association National General Assembly of Local Government.

Carried

5.8 Isaac Regional Council – Participation in 2021 Keep Australia Beautiful Sustainable Communities Tidy Towns Awards Program

EXECUTIVE SUMMARY

This report is provided for discussion regarding participation by Isaac Regional Council in 2021 Keep Australia Beautiful Sustainable Communities Tidy Towns Awards Program.

OFFICER'S RECOMMENDATION

That the Committee recommend that Council:

1. ***Endorses participation in the 2021 Keep Australia Beautiful Sustainable Communities Tidy Towns Awards Program as follows:***
 - a. ***Department Directors to facilitate potential applications in relevant categories for the Tidy Towns Awards;***
 - b. ***The Chief Executive Officer to report back to Council with recommendations on number of applications and categories at the Ordinary Council Meeting in March 2021.***

Resolution No.: CGFS0597

Moved: Cr Lyn Jones

Seconded: Cr Viv Coleman

That the Committee recommend that Council:

1. **Endorses participation in the 2021 Keep Australia Beautiful Sustainable Communities Tidy Towns Awards Program as follows:**
 - a. **Department Directors to facilitate potential applications in relevant categories for the Tidy Towns Awards;**
 - b. **The Chief Executive Officer to report back to Council with recommendations on number of applications and categories at the Ordinary Council Meeting in March 2021.**

Carried

ATTENDANCE

Mrs Tricia Hughes, Coordinator Executive Support entered the meeting room at 2.05pm and left the meeting room at 2.06pm

6. INFORMATION BULLETIN REPORTS

6.1 Corporate, Governance and Financial Services Information Bulletin – February 2021

EXECUTIVE SUMMARY

The Corporate, Governance and Financial Services Information Bulletin for February 2021 is provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee:

1. *Note the Corporate, Governance and Financial Services Information Bulletin for February 2021.*

Resolution No.: CGFS0598

Moved: Cr Sandy Moffat

Seconded: Cr Lyn Jones

That the Committee:

1. **Note the Corporate, Governance and Financial Services Information Bulletin for February 2021.**

Carried

6.2 People and Performance Information Bulletin – February 2021

EXECUTIVE SUMMARY

The People and Performance Information Bulletin for February 2021 is provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Note the People and Performance Information Bulletin for February 2021.*

Resolution No.: CGFS0599

Moved: Cr Lyn Jones

Seconded: Cr Sandy Moffat

That the Committee:

1. Note the People and Performance Information Bulletin for February 2021.

Carried

Note: Manager People and Performance will issue an updated People and Performance Bulletin attachment to the Committee with amended graphs.

7. GENERAL BUSINESS

7.1 Conflict of Interest Process

The Chief Executive Officer provided an update to the Committee on the request from LGAQ for feedback regarding the updated Conflict of Interest legislation and welcomed input from the Committee.

7.2

On behalf of the Corporate, Governance and Financial Services Standing Committee, the Chair thanked and acknowledged the Brand, Media and Communications Team on the collateral and work contributed to making Australia Day successful.

Acting Manager Brand, Media and Communications acknowledged the contribution of Manager Engaged Communities and Manager Community Engagement, Programs and Events as well as the Brand, Media and Communications Team for all their efforts with the Australia Day planning for the Isaac Region.

8. CONCLUSION

There being no further business, the Chair declared the meeting closed at 2.39pm.

These minutes were confirmed by the Committee at the Corporate, Governance and Financial Services Committee Meeting held in Moranbah on Tuesday 9 March 2021.

.....
Chair

..... / /
DATE

MEETING DETAILS

Corporate, Governance and Financial Services

Standing Committee

Tuesday 9 March 2021

AUTHOR

Michael Krulic

AUTHOR POSITION

Manager Financial Services

5.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT AS AT 28 FEBRUARY 2021

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 28 February 2021 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	Financial Statements adopted 18 November 2020

IMPLICATIONS

Council continues to operate within budget overall and any budget variances are anticipated to come in line with budget over the remainder of the financial year.

The second quarter budget review is being undertaken with a report tabled for the March 2021 Council meeting.

CONSULTATION

- Financial Services

BASIS FOR RECOMMENDATION

Not Applicable.

ACTION ACCOUNTABILITY

Not Applicable.

KEY MESSAGES

This is an information only report.

Report prepared by:	Report authorised by:
MICHAEL KRULIC Manager Financial Services	DARREN FETTELL Director Corporate, Governance and Financial Services
Date: 24 February 2021	Date: 24 February 2021

ATTACHMENTS

- Attachment 1 – Monthly Financial Statements 28 February 2021

REFERENCE DOCUMENT

- Nil

FINANCIAL STATEMENTS REPORT TO COUNCIL

Current as at 28 February 2021

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



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FINANCIAL STATEMENTS FOR THE PERIOD ENDED 28 FEBRUARY 2021

EXECUTIVE SUMMARY

At the end of February, the operating result is \$4,178,231 ahead of budgeted operating position. The positive result is due to the timing of operational expenditure.

Capital Revenue for February was \$7,145,234 which combined with the Operating Position leads to a net loss of \$5,455,481.

PRELIMINARY FEBRUARY FINANCIAL STATEMENTS AT A GLANCE					
	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
	\$	\$	\$	\$	%
Total operating revenue	58,430,125	59,756,959	(1,326,834)	121,305,108	48.2%
Total operating expenses	71,030,840	76,535,906	5,505,066	118,278,955	60.1%
Operating position	(12,600,715)	(16,778,947)	4,178,231	3,026,153	(416.4%)
Capital revenue	7,145,234	6,178,527	966,707	17,772,518	40.2%
Net result	(5,455,481)	(10,600,419)	5,144,938	20,798,671	(26.2%)

BACKGROUND

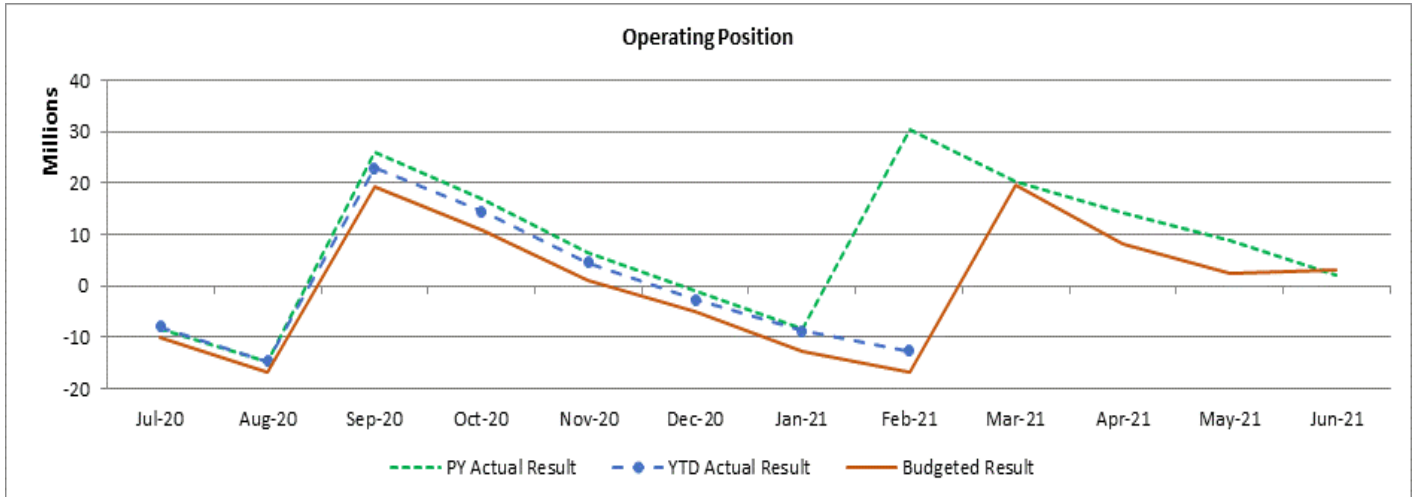
Each month, year to date financial statements are prepared in order to monitor actual performance against the latest adopted budget. Attached are the financial statements for the period ended 28 February 2021. Actual amounts are compared against year to date Revised Budget figures. (See appendix 1 for detailed financial statements).

It is noted that to meet earlier reporting timelines for statutory meetings that this reporting period has been closed earlier than normal (18 February 2021) which impacts on YTD actual results throughout the report.

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.

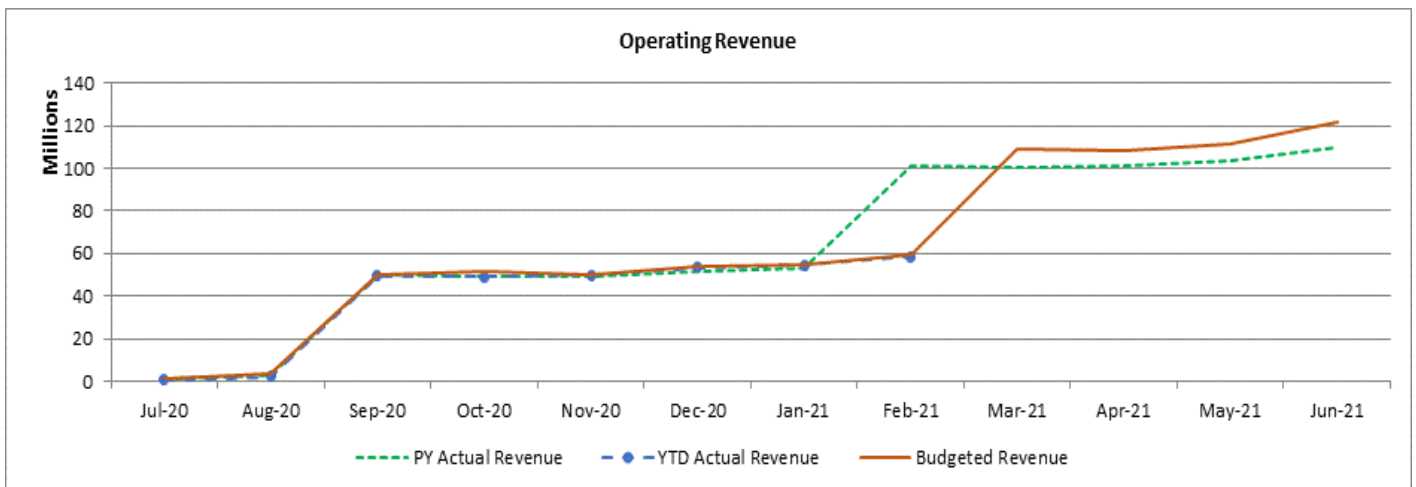
It should be noted that figures provided are accurate as at date of publication. Figures reported are cumulative year to date which may include adjustments for revenue or expenses accrued to prior accounting periods.

OPERATING POSITION



The current operating position for February YTD has resulted in a loss of \$12,600,715. This is favourable when compared to the YTD revised budget by \$4,178,231. Operating Revenue is \$1,326,834 unfavourable compared to YTD budget offset by Operating Expenses which are \$5,505,066 favourable when compared to YTD budget.

OPERATING REVENUE

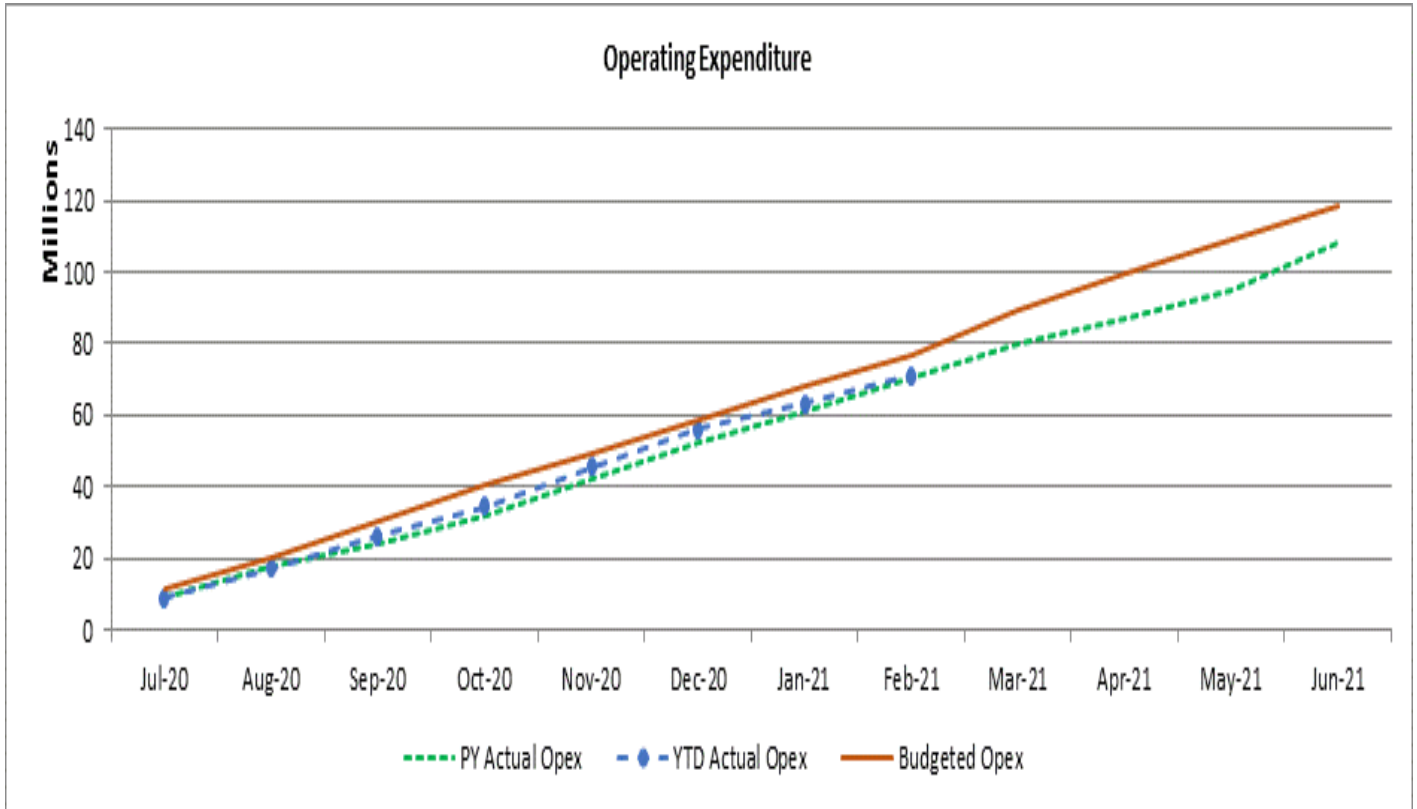


Operating Revenue comprises the following items – Rates and Utility Charges, Fees and Charges, Rental Income, Interest Received, Sale of Contract and Recoverable Works, Operating Grants, Subsidies and Contributions, Other Recurrent Revenue.

The operating revenue for February was \$58,430,125 which is unfavourable when compared to the budget by \$1,326,834. This unfavourable position is due to an amalgamation of properties with a subsequent rate credit, higher utilisation of rates discount, delay to the proposed TMR works, decreased interest earnings, decreased waste, potable water and trade waste income (partially impacted by timing of month close). These unfavourable income items are partially offset by increased occupancy of Council housing, increased activity at the Clermont Saleyards and revenue for the Moranbah pool.

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

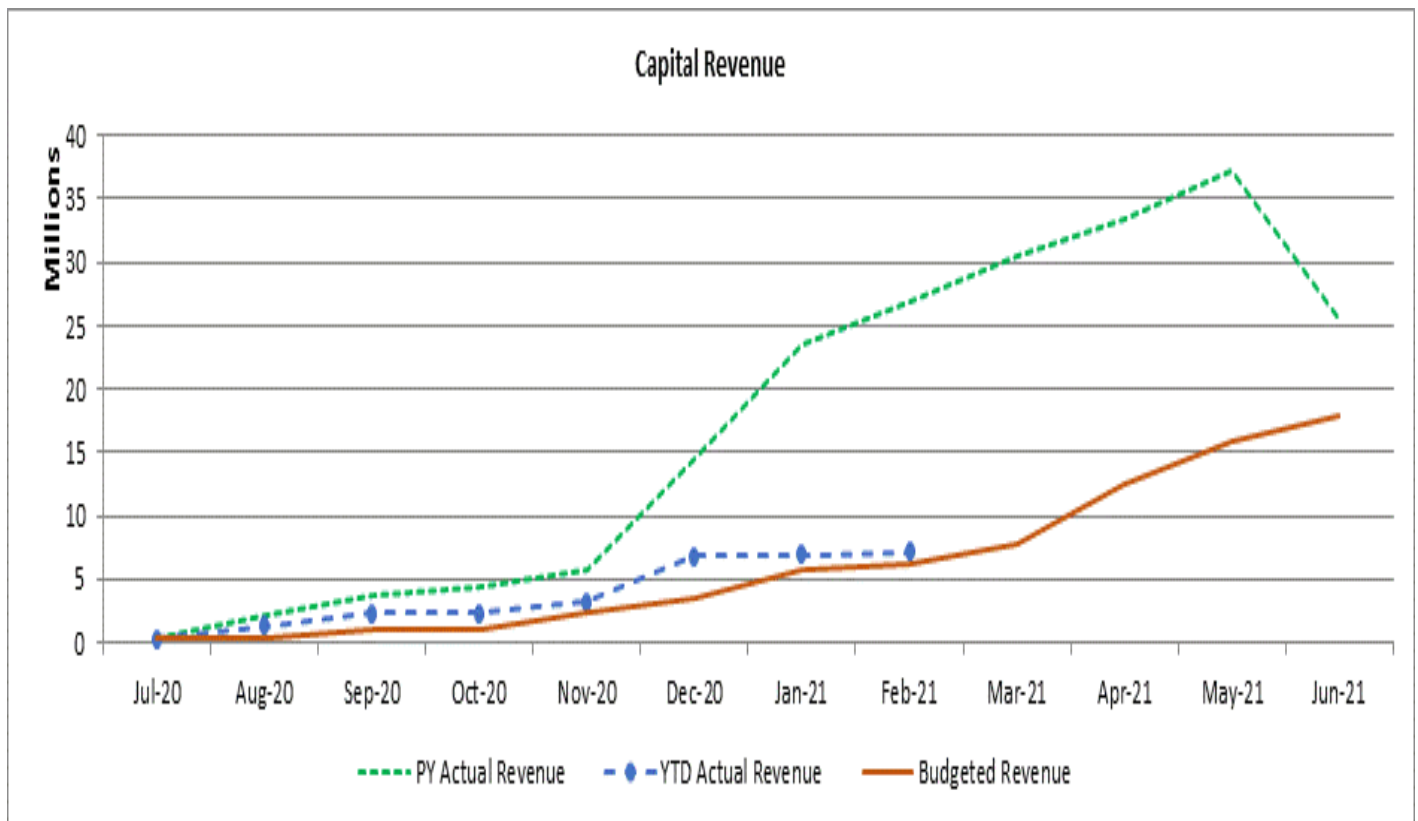


Operating expenditure consists of Employee Expenses, Materials and Services, Finance Costs and Depreciation.

Actual operating expenditure for February YTD was \$71,030,840 which is favourable to budget by \$5,505,066. This favourable result is mainly due to the allocation of budgeted cashflow.

It is noted that cashflow projects 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 February YTD is \$7,145,234 which consists of grants, contributions and proceeds from the disposal of assets. The current favourable variance is due primarily to the timing of grant receipts.

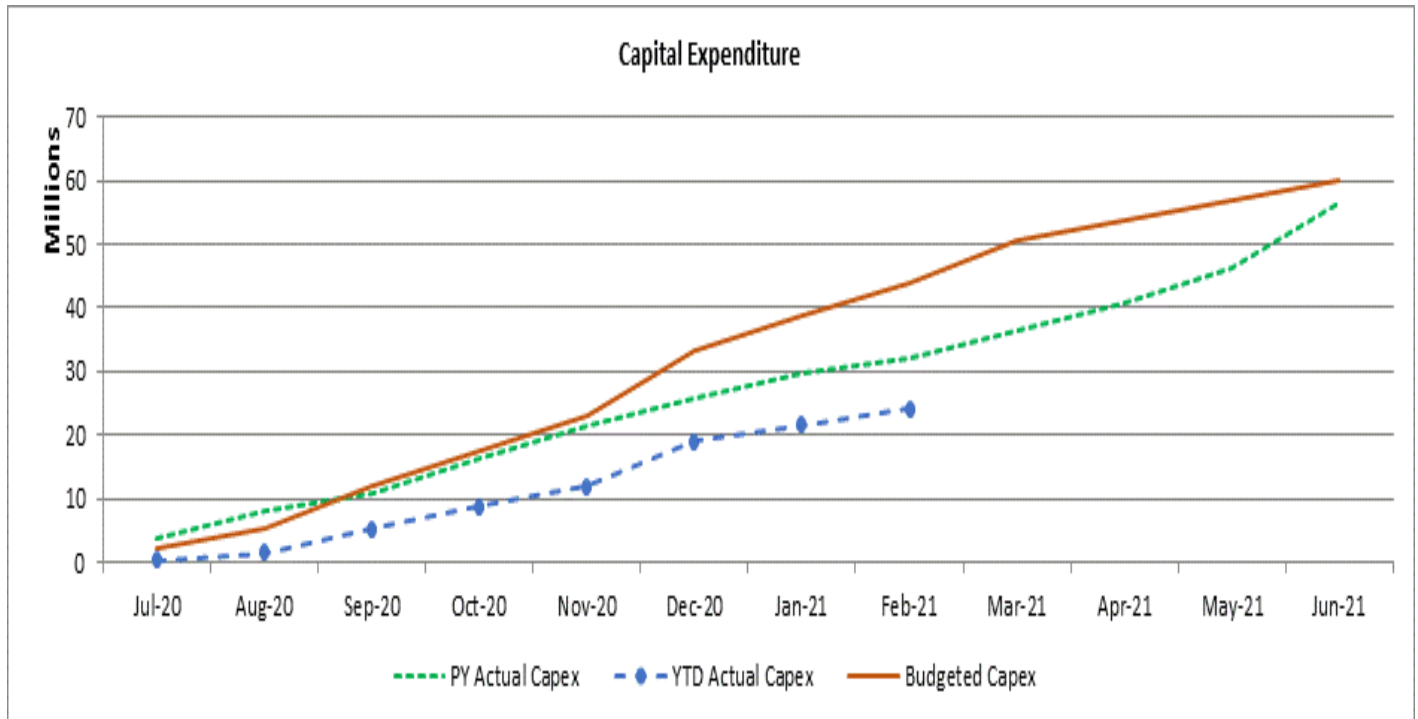
Some of our budgeted major capital grants for 20/21 are:

- 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)
- CLM Showgrounds and Saleyards Revitalisation
- QRRRF

Major Funding received to date:

- DRFA March 2019 Event
- Works for QLD (COVID 19) advance payment
- QRRRF
- Cycle Networks LGGP
- Local Roads & Community Infrastructure Program
- CLM Showgrounds and Saleyards Revitalisation
- Eaglefield Road Pave & Seal (TIDS)
- Rural Rehabilitation Program (R2R)
- Student Transport Infrastructure Program (STIP)

CAPITAL EXPENDITURE



Capital expenditure (\$24.1M) is under budget excluding commitments, noting that when the \$13.2M of commitments are included, the capital expenditure is approximately \$6.5M below YTD budget (\$43.8M). Delivery of the capital program was assessed as part of the Quarter 2 Budget Review with a reduction of \$1.86M to be proposed (deferral of \$1.1M to the 2021/2022 financial year and reduction of \$759K).

The major budgeted projects for 20/21 financial year are:

- DRFA Mar 2019 Event
- MBH Landfill - Stormwater, Leachate Management
- ISAAC_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

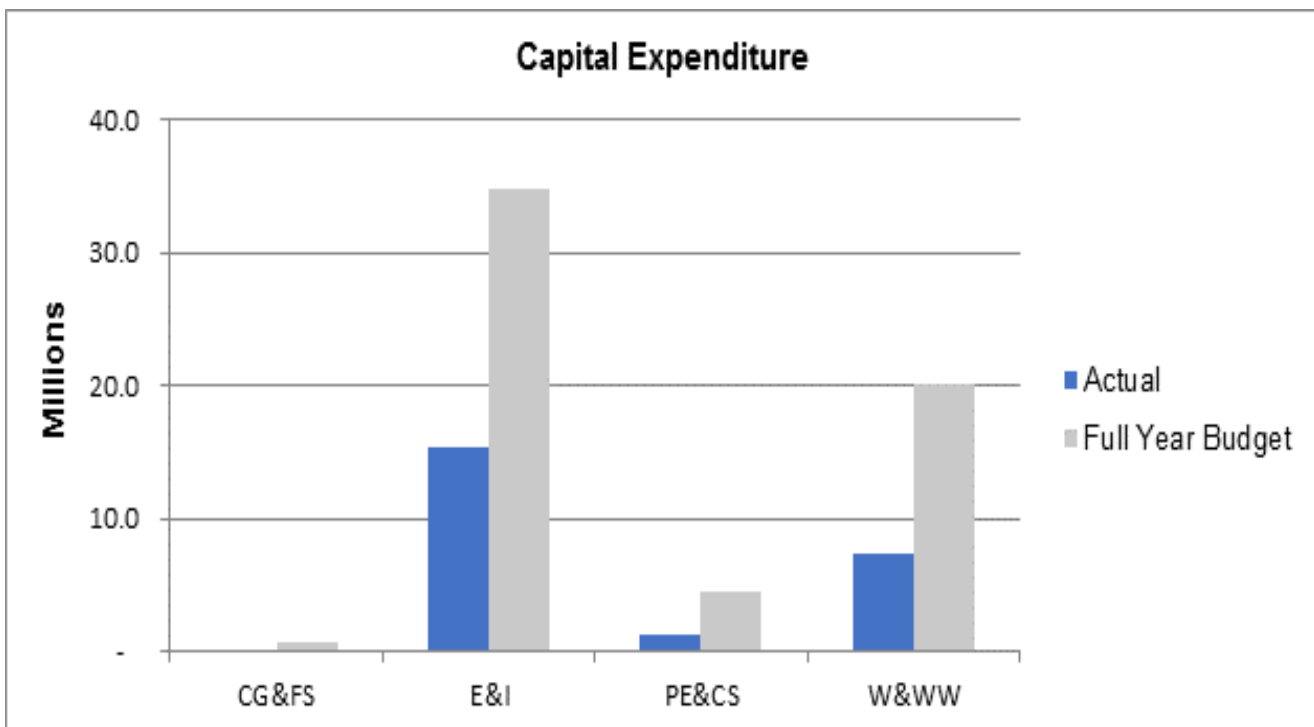
Capital expenditure is financed through loan borrowings, proceeds on disposal of assets, general reserves and the future capital sustainability reserve.

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 as at February 2021.

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	104,030	460,139	564,169	708,057	14.7%	79.7%
E&I	15,390,908	5,683,777	21,074,685	34,856,062	44.2%	60.5%
PE&CS	1,218,743	977,380	2,196,123	4,465,704	27.3%	49.2%
W&WW	7,381,835	6,041,246	13,423,081	20,093,605	36.7%	66.8%
TOTAL	24,095,516	13,162,543	37,258,059	60,123,428	40.1%	62.0%

The following graph illustrates the data above.



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	-21.57%	0 - 10%	No	3.20%
		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	-36.29%	<=60%	Yes	-10.80%
		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	79.66%	>90%	No	153.00%
		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	3.8	2	Yes	14.79
		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	6.93 Months	3 Months	Yes	7.5 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 \$12,600,715 the ratio is currently negative 21.57%, which is outside of Council's budget and benchmark range. It is noted that this ratio is expected to improve with the issuing of Council's half yearly rates in March and is expected to be within benchmark range for the remainder of the year after this occurs.
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 36.29%.
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 below budget at February the ratio is low at 79.66%. 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 3.8 times and indicates that Council has sufficient operating cash flow to cover its loan repayments.
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 6.93 months as at 28 February 2021. This is above the targeted benchmark of three (3) months.

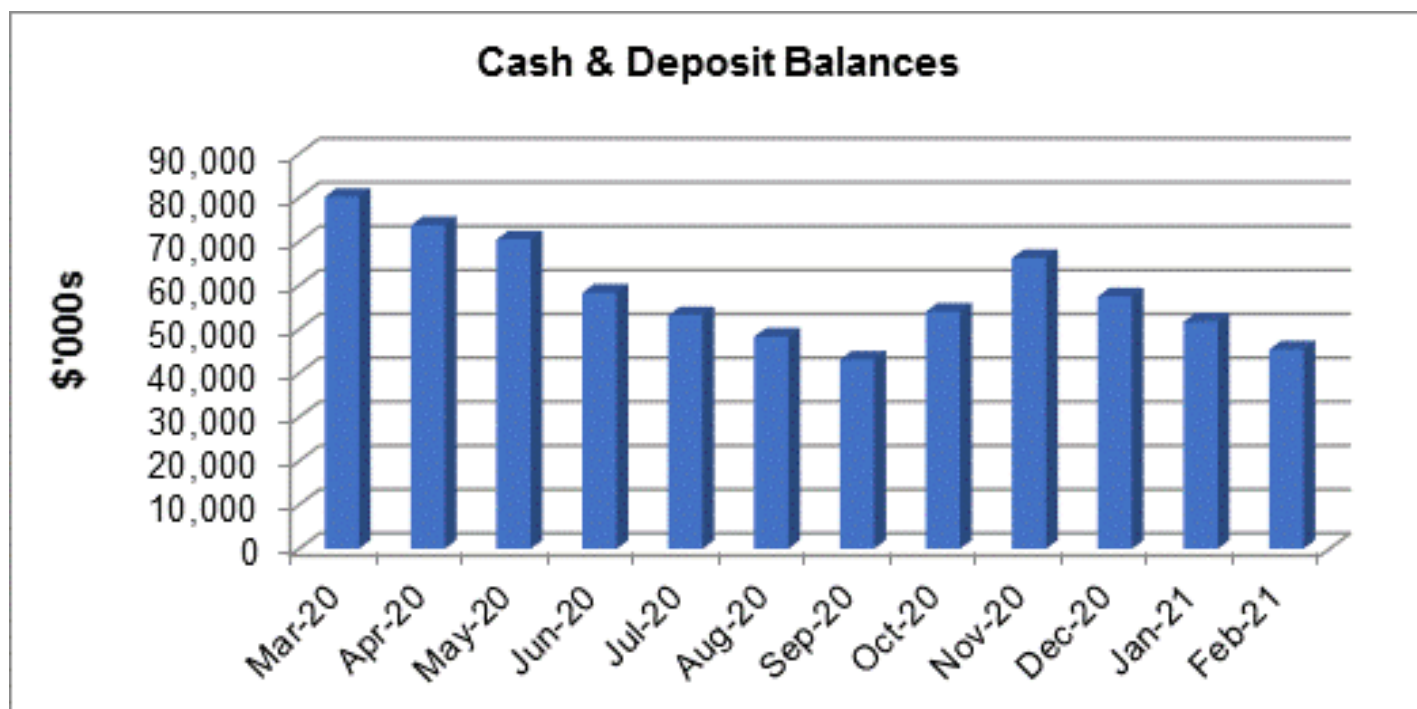
INVESTMENTS AND CASH BALANCES

The following is a list of all investments held by Council as at the period ending 28 February 2021.

ISAAC REGIONAL COUNCIL					
Investments					
For the Period Ended 28 February 2021					
Account	Description	Institution	Amount	Maturity Date	Interest Rate
10-000-1111	QCCU Cash at Bank	QCCU	0		0%
10-000-1113	ANZ Cash at Bank	ANZ	681,019		0%
10-000-1116	QTC Operating Fund	QTC	43,724,995		0.67%
10-000-1117	ANZ Business Premium Saver	ANZ	1,037,434		0.35%
10-000-1131	Petty Cash		4,000		0%
10-000-1132	Floats		6,391		0%
Total Investments			45,453,839		

Bank	Credit Rating	% of Funds	Policy Total Profile
Queensland Treasury Corporation	QTC	96.20%	No Limit
ANZ Banking Group	AA-	3.80%	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 28 February 2021.



LOANS

ISAAC REGIONAL COUNCIL							
Loans							
For the Period Ended 28 February 2021							
							Repayment Due 15 Mar 2021
Loan Name	Balance as at 28 February 2021	Rate as at 28 February 2021	Approved Term	Remaining Term	Principal	Interest	Total
Land Purchase - Moranbah	\$12,184,194	5.1	20	11.80	\$185,614	\$155,318	\$340,932
Land Development Moranbah	\$9,345,482	4.37	20	12.30	\$141,479	\$102,099	\$243,578
Total	\$21,529,677				\$327,093	\$257,417	\$584,511

Debt service repayments are made quarterly. The second quarter repayment for the 20/21 financial year was made on the 15 December 2020. The next repayment for the 20/21 financial year is due on 15 March 2021.

ACCOUNTS RECEIVABLE

The following is a breakdown of the Council's accounts receivable by age for the period ending 28 February 2021.

Accounts Receivable Ageing Analysis at 28 February 2021			
Ageing	Number of Invoices	Amount Outstanding	% of Total Outstanding
Current	192	504,597.00	59.46%
30 Days	30	124,768.84	14.70%
60 Days	27	2,434.76	0.29%
90 Days	69	216,858.51	25.55%
TOTAL	318	848,659.11	100.00%

The Accounts Receivable balance at 28 February 2021 is \$848,659.11 which has decreased from 31 January 2021 balance of \$2,977,693.56 due to a large grant invoice & a large plumbing application invoice being paid.

- 30 day balances have decreased due to invoices being paid. Remaining balance predominantly relates to outstanding waste invoices and infrastructure charges.
- 60 day balances have increased due to IRC employee utility invoices ageing to 60 Days (issued in December 2020).
- 90 days and over outstanding receivables have decreased due to a change to a development approval for Infrastructure Contributions. 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 28 February 2021.

Accounts Payable Ageing Analysis at 28 February 2021			
Ageing	No. of Documents	Amount Outstanding	% of Total Outstanding
Current	237	1,382,286.98	92.60%
30 Days	9	69,936.01	4.69%
60 Days	6	34,028.11	2.28%
90 Days	4	6,434.02	0.43%
TOTAL	256	1,492,685.12	100.00%

The outstanding Accounts Payable balance as at 28th February 2021 was \$1,492,685.12. The 30, 60 & 90 day aging accounts total \$110,398.14.

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

- 30 day balances – \$43,272.01 (8 invoices) remain unpaid with 4 invoices (\$36,918.56) awaiting approval, 3 invoices (\$1,767.31) having been received late from the supplier, 1 invoice (\$4,586.14) being in dispute with the supplier.
- 60 day balances - \$34,028,11 (6 invoices) remain unpaid with 3 invoices (\$769.69) having been received late from the supplier, 1 invoice (\$4,462.77) being in dispute with the supplier, 1 invoice (\$296.51) awaiting approval and 1 invoice (\$28,499.14) awaiting the supplier to complete the job before it will be approved.
- 90 day balances -\$6,434.02 (4 invoices) remain unpaid with 2 invoices (\$5,108.53) having been received late from the supplier, 1 invoice (\$474.75) being in dispute with the supplier and 1 invoice (\$850.74) awaiting approval.

YEAR TO DATE RATES REPORT

The following is a breakdown of the Council's rates transactions the year to date as at 28 February 2021.

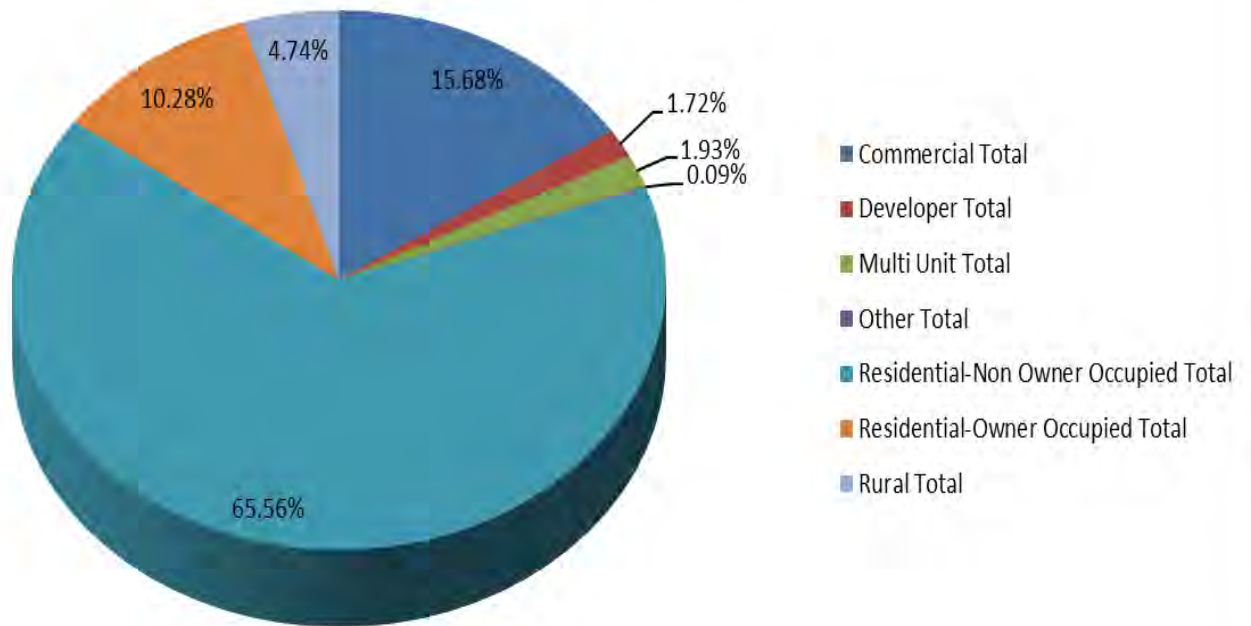
Rates Balancing Report As At 28 February 2021		
	YTD	YTD
	28 February 2021	28 February 2021
Opening Balance	3,953,039	3,906,088
Rates Charges		
Rates Levied	50,129,567	93,137,072
Interest	27,836	249,888
Refunds	79,355	483,858
Total Rates	50,236,758	93,870,818
Discounts and Receipts		
Discounts	(3,047,541)	(2,963,319)
Receipts	(45,508,572)	(45,607,788)
Government Subsidy	(37,792)	(76,204)
Council Subsidy	(111,526)	(230,849)
Remissions	(3,791)	(7,746)
Write Offs	(29)	(7,942)
Total Discounts & Receipts	(48,709,251)	(48,893,847)
Legal	105	77,212
Closing Balance	5,480,651	48,960,271

Rates Breakdown	As At
	28 February 2021
Rates in Credit	(1,418,704)
Rates Not Due Yet	2,040,204
Rates In Arrears	4,859,151
Total Rates Balance	5,480,651

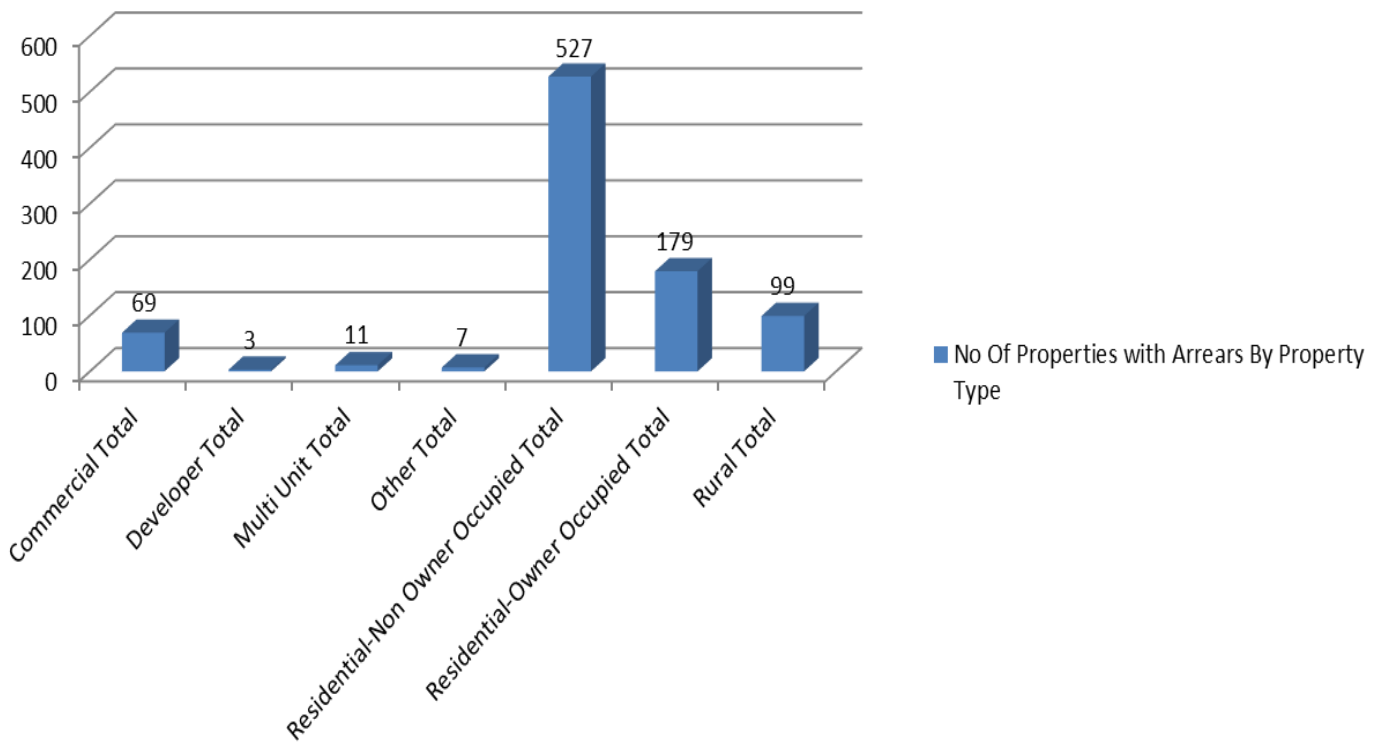
Prior 2016	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
1,427,860	454,346	477,985	501,019	788,633	1,209,308	4,859,151
29.38%	9.35%	9.84%	10.31%	16.23%	24.89%	100.00%

Variances in prior year comparisons can relate to the timing of rates processing and subsequent due dates.

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 28 February 2021. Actual amounts are compared against the year to date Revised 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 28 February 2021

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Net Rates & Utility Charges	1	44,058,642	-	44,058,642	44,259,042	(200,401)	88,497,073	49.8%
Fees & Charges		2,569,486	-	2,569,486	2,483,440	86,046	3,697,160	69.5%
Rental Income		992,608	-	992,608	896,092	96,515	1,344,138	73.8%
Interest Received	2	320,128	-	320,128	487,265	(167,137)	730,898	43.8%
Sales of Contract & Recoverable Works		1,843,068	-	1,843,068	1,925,821	(82,753)	7,026,997	26.2%
Operating Grants, Subsidies & Contributions		4,939,726	-	4,939,726	4,981,711	(41,986)	12,908,461	38.3%
Other Recurrent Revenue	3	3,706,468	-	3,706,468	4,723,586	(1,017,119)	7,100,380	52.2%
		58,430,125	-	58,430,125	59,756,959	(1,326,834)	121,305,108	48.2%
Expenses								
Operating Expenses								
Employee Expenses	4	24,563,266	-	24,563,266	25,704,460	(1,141,194)	39,381,272	62.4%
Materials & Services	5	27,872,589	11,194,726	39,067,315	32,904,850	6,162,465	51,977,790	75.2%
Finance Costs		766,383	-	766,383	791,590	(25,207)	1,217,386	63.0%
Depreciation and Amortisation	6	17,828,602	-	17,828,602	17,135,005	693,597	25,702,507	69.4%
Corporate Overheads & Competitive Neutrality Costs		-	-	-	-	-	-	0.0%
		71,030,840	11,194,726	82,225,566	76,535,906	5,689,661	118,278,955	69.5%
Operating Position Before Capital Items		(12,600,715)	(11,194,726)	(23,795,441)	(16,778,947)	(7,016,495)	3,026,153	(786.3%)
Capital Revenue								
Capital Revenue		6,534,276	-	6,534,276	5,654,727	879,549	16,986,648	38.5%
Proceeds from Sale of Land & PPE		610,958	-	610,958	523,800	87,158	785,870	77.7%
	7	7,145,234	-	7,145,234	6,178,527	966,707	17,772,518	40.2%
Net Result Attributable to Council in Period		(5,455,481)	(11,194,726)	(16,650,207)	(10,600,419)	(6,049,788)	20,798,671	(80.1%)
Total Comprehensive Income		(5,455,481)	(11,194,726)	(16,650,207)	(10,600,419)	(6,049,788)	20,798,671	(80.1%)

Council's operating position at month end is a \$12.6M deficit

- 1. Net Rates & Utility Charges** are \$44,058,642 and are \$200,401 unfavourable when compared to the YTD Budget. The unfavourable variance is due to the amalgamation of properties with subsequent credit applied and increased utilisation of discounts. The 2nd Quarter Budget Review has assessed the impacts and proposes an overall reduction of \$498K (\$281K General Rates & \$217K Water Consumption) to be tabled at the March Council meeting.
- 2. Interest Received** is \$167,137 unfavourable to YTD budget. This is due to lower rate of return on investments and moratorium on interest on overdue rates until 31 December 2020. Interest revenue has been assessed with the Quarter 2 Budget Review with a \$176K proposed reduction to be tabled at the March Council meeting.
- 3. Other Recurrent Revenue** for the year to date is \$3,706,468 being \$1,017,119 unfavourable to budget. This unfavourable variance is due to landfill revenue and trade waste income, both of which are yet to issue invoices for February (due to the early close period). Revenue projections have been reviewed with the Quarter 2 Budget Review with a proposed reduction of \$200K to trade waste to be tabled at March Council meeting. Waste income will be reviewed at the Quarter 3 Budget Review, with the second half of the year historically trending higher than the first half.
- 4. Employee Expenses** are favourable to the revised budget by \$1,141,194. This favourable variance is due to a variety of factors including leave taken by staff over the festive period, lower than anticipated long service leave accrual, lower utilisation of annual leave, vacancies, refund of payroll tax (Government relief) and prior year superannuation accrual. The Quarter 2 Budget Review has factored the anticipated impacts of the current EA negotiation, additional staff positions, allocating employee expenses to the operational component of the DRFA and reductions for long term vacancies being offset by agency temp staff costed to materials and services resulting in a proposed increase of \$410K to be tabled for March Council meeting.
- 5. Materials & Services** actual expenses for the year to date are \$27,872,589 with \$11,194,726 being recorded in commitments, resulting in an unfavourable variance to revised budget of \$6,162,465. This unfavourable variance is due to the inclusion of commitments which relate to future reporting periods (\$3.4M DRFA, \$1.4M Waste Contracts, \$600K Water). Excluding commitments YTD expenditure would be approximately \$5M below YTD budget.
- 6. Depreciation and Amortisation** is unfavourable to the YTD budget by \$693,597. This is primarily due to changes to asset valuations and useful lives post outcomes of the 19/20 Financial Statement audit, noting the finalisation of major infrastructure works in the 19/20 financial year. Impacts have been assessed with a proposed adjustment with the Quarter 2 Budget Review of \$1.4M to be tabled for March Council meeting.
- 7. Capital Revenue** for the year to date is \$7,145,234 which is favourable to budget by \$966,707. This favourable variance is predominately due to the receipt of funds for the DRFA Trevor event. The budgeted cashflow for revenue will be re-cash flowed with the Quarter 2 Budget Review.

ISAAC REGIONAL COUNCIL				
Statement of Financial Position				
For the Period Ended 28 February 2021				
Notes	Actual YTD	30 June 2020	Variance	
	\$	\$	%	
Current Assets				
Cash & Cash Equivalents	45,453,839	58,379,638	77.9%	
Trade & Other Receivables	8,425,010	17,576,226	47.9%	
Inventories	16,431,975	16,449,429	99.9%	
Total Current Assets	70,310,825	92,405,292	76.1%	
Non-Current Assets				
Property, Plant and Equipment	1,082,056,475	1,092,345,604	99.1%	
Capital Work in Progress	20,849,517	8,963,735	232.6%	
Total Non-Current Assets	1,102,905,992	1,101,309,339	100.1%	
TOTAL ASSETS	1,173,216,817	1,193,714,631	98.3%	
Current Liabilities				
Trade & Other Payables	9,170,288	18,664,083	49.1%	
Borrowings - Interest Bearing	829,710	1,343,958	61.7%	
Provisions	7,923,849	8,406,877	94.3%	
Other Current Liabilities	-	-	0.0%	
	17,923,847	28,414,918	63.1%	
Non-Current Liabilities				
Borrowings - Interest Bearing	20,871,578	20,871,578	100.0%	
Borrowings - Interest Bearing	1,968,966	1,968,966	100.0%	
Non Current Provision	1,576,739	1,410,619	111.8%	
Non Current Creditors	6,763,387	6,763,387	100.0%	
Total Non-Current Liabilities	31,180,670	31,014,550	100.5%	
TOTAL LIABILITIES	49,104,517	59,429,468	82.6%	
NET COMMUNITY ASSETS	1,124,112,300	1,134,285,163	99.1%	
Community Equity				
Capital	838,265,459	855,418,759	98.0%	
Asset revaluation reserve	235,153,720	235,318,517	99.9%	
Other reserves	50,693,121	43,547,887	116.4%	
TOTAL COMMUNITY EQUITY	1,124,112,300	1,134,285,163	99.1%	

ISAAC REGIONAL COUNCIL

Statement of Cash Flows

For the Period Ended 28 February 2021

	Actual YTD	30 June 2020	Variance
	\$	\$	%
Cash Flows from Operating Activities			
Receipts from customers	67,575,609	111,651,893	60.5%
Payments to suppliers and employees	(62,995,487)	(76,089,395)	82.8%
Cash provided by / (used in) net result	4,580,122	35,562,498	12.9%
Cash Flows from Investing Activities			
Profit / (Loss) on sale of capital assets	(3,941,627)	(6,083,922)	64.8%
Grants, subsidies, contributions and donations	6,540,007	25,048,356	26.1%
Payments for property, plant and equipment	(19,590,053)	(47,151,182)	41.5%
Net movement in loans to Community Organisations			0.0%
Net cash provided by investing activities	(16,991,673)	(28,186,749)	60.3%
Cash Flow from Financing Activities			
Proceeds from borrowings	-	(1,300,735)	0.0%
Repayment of borrowings	(514,248)	57,977	(887.0%)
Net cash provided by financing activities	(514,248)	(1,242,759)	41.4%
Net Increase / (Decrease) in Cash Held	(12,925,799)	6,132,991	(210.8%)
Cash at the beginning of the period	58,379,638	52,246,647	111.7%
Cash at the end of the Reporting Period	45,453,839	58,379,638	77.9%

Appendix 2 – Preliminary Executive Level Reports

Executive Level operating statements provide information on the performance of each Directorate for the period ended 28 February.

Actual amounts and commitments are compared against the year to date Revised 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 28 February 2021

Office of the CEO

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Operating Grants, Subsidies & Contributions		168,021	-	168,021	165,000	3,021	195,000	86.2%
		168,021	-	168,021	165,000	3,021	195,000	86.2%
Expenses								
Operating Expenses								
Employee Expenses		1,878,969	-	1,878,969	1,930,230	(51,261)	2,952,116	63.6%
Materials & Services		698,145	84,043	782,187	781,567	620	1,117,460	70.0%
Corporate Overheads & Competitive Neutrality Costs		(3,083,593)	-	(3,083,593)	(3,083,593)	-	(4,625,389)	66.7%
		(506,479)	84,043	(422,437)	(371,796)	(50,640)	(555,813)	76.0%
Operating Position Before Capital Items		674,500	(84,043)	590,458	536,796	53,662	750,813	78.6%
Capital Revenue		-	-	-	-	-	-	0.0%
Net Result Attributable to Council in Period		674,500	(84,043)	590,458	536,796	53,662	750,813	78.6%
Total Comprehensive Income		674,500	(84,043)	590,458	536,796	53,662	750,813	78.6%

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 28 February 2021

Corporate, Governance & Financial Service

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
Income								
Operating Revenue								
Net Rates & Utility Charges	1	29,007,962	-	29,007,962	29,278,810	(270,848)	58,557,620	49.5%
Fees & Charges		39,775	-	39,775	60,000	(20,225)	90,000	44.2%
Rental Income		4,050	-	4,050	-	4,050	-	0.0%
Interest Received	2	306,854	-	306,854	455,399	(148,545)	683,098	44.9%
Sales of Contract & Recoverable Works		72,193	-	72,193	83,333	(11,140)	125,000	57.8%
Operating Grants, Subsidies & Contributions		1,267,713	-	1,267,713	1,247,815	19,898	3,566,014	35.5%
Other Recurrent Revenue		27,127	-	27,127	42,667	(15,540)	64,000	42.4%
		30,725,674	-	30,725,674	31,168,023	(442,349)	63,085,732	48.7%
Expenses								
Operating Expenses								
Employee Expenses	3	4,812,070	-	4,812,070	5,153,176	(341,107)	7,949,897	60.5%
Materials & Services	4	6,523,644	617,677	7,141,321	7,322,451	(181,130)	9,631,265	74.1%
Finance Costs		371,303	-	371,303	374,333	(3,030)	591,500	62.8%
Depreciation and Amortisation		654,206	-	654,206	595,825	58,381	893,738	73.2%
Corporate Overheads & Competitive Neutrality Costs		(9,308,232)	-	(9,308,232)	(9,308,231)	-	(13,962,347)	66.7%
		3,052,991	617,677	3,670,668	4,137,555	(466,887)	5,104,053	71.9%
Operating Position Before Capital Items		27,672,683	(617,677)	27,055,006	27,030,468	24,537	57,981,679	46.7%
Capital Revenue								
Capital Revenue		2,485	-	2,485	-	2,485	-	0.0%
		2,485	-	2,485	-	2,485	-	0.0%
Net Result Attributable to Council in Period		27,675,168	(617,677)	27,057,491	27,030,468	27,022	57,981,679	46.7%
Total Comprehensive Income		27,675,168	(617,677)	27,057,491	27,030,468	27,022	57,981,679	46.7%

- 1. Net Rates & Utility Charges** are \$270,848 unfavourable when comparing YTD actuals to revised budget. The unfavourable variance is due to the amalgamation of properties with subsequent credit applied and increased utilisation of discounts. The Quarter 2 Budget Review to be tabled at the March Council meeting will propose a \$281K decrease for the financial year.
- 2. Interest Received** is \$148,545 unfavourable when compared to YTD budget. This is due to lower rate of return on investments and moratorium on interest on overdue rates until 31 December 2020. Interest revenue has been reviewed during the Quarter 2 Budget Review with a proposed \$168K reduction to be tabled at the March Council meeting.
- 3. Employee Expenses** for year to date is favourable compared to the budget by \$341,107. This favourable variance is due to a variety of factors including lower than anticipated long service leave accrual, lower utilisation of annual leave, refund of payroll tax (Government relief) and prior year superannuation accrual.
- 4. Materials & Services** for the financial year to date are \$181,130 favourable with \$6,523,644 in actual expenditure and \$617,677 in commitments against the YTD revised budget of \$7,322,451.

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 28 February 2021

Engineering & Infrastructure Services

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
Income								
Operating Revenue								
Fees & Charges		140,277	-	140,277	139,667	610	214,500	65.4%
Rental Income		842,509	-	842,509	785,497	57,013	1,178,245	71.5%
Sales of Contract & Recoverable Works		1,770,875	-	1,770,875	1,842,488	(71,613)	6,901,997	25.7%
Operating Grants, Subsidies & Contributions	1	3,080,653	-	3,080,653	2,937,100	143,553	7,959,103	38.7%
Other Recurrent Revenue		13,976	-	13,976	-	13,976	-	0.0%
		5,848,291	-	5,848,291	5,704,752	143,539	16,253,845	36.0%
Expenses								
Operating Expenses								
Employee Expenses	2	7,710,399	-	7,710,399	8,021,521	(311,122)	12,268,209	62.8%
Materials & Services	3	6,843,944	5,467,027	12,310,971	8,237,617	4,073,354	16,316,018	75.5%
Depreciation and Amortisation	4	10,075,591	-	10,075,591	9,663,545	412,047	14,495,317	69.5%
Corporate Overheads & Competitive Neutrality Costs		5,797,664	-	5,797,664	5,797,664	-	8,696,495	66.7%
		30,427,598	5,467,027	35,894,624	31,720,346	4,174,278	51,776,039	69.3%
Operating Position Before Capital Items		(24,579,307)	(5,467,027)	(30,046,334)	(26,015,594)	(4,030,739)	(35,522,194)	84.6%
Capital Revenue								
Capital Revenue		5,724,695	-	5,724,695	4,843,719	880,977	14,073,457	40.7%
Proceeds from Sale of Land & PPE		610,958	-	610,958	523,800	87,158	785,870	77.7%
	5	6,335,653	-	6,335,653	5,367,519	968,135	14,859,327	42.6%
Net Result Attributable to Council in Period		(18,243,654)	(5,467,027)	(23,710,680)	(20,648,076)	(3,062,604)	(20,662,867)	114.8%
Total Comprehensive Income		(18,243,654)	(5,467,027)	(23,710,680)	(20,648,076)	(3,062,604)	(20,662,867)	114.8%

- 1. Operating Grants, Subsidies & Contributions** are \$143,553 favourable compared to the revised budget for the year to date. This favourable variance is mainly due to the allocation of revenue for the DRFA Trevor event. This reverses an accrued liability from the previous financial year. With the finalisation of the DRFA project drawing closer, a final review of expenditure (operational vs capital) will occur, with expected impacts to be addressed with the Quarter 3 Budget Review.
- 2. Employee Expenses** are favourable compared to the revised budget by \$311,122. This favourable variance is predominately due to leave taken by staff over the festive season. It is expected that this variance will balance over the next 6 months. The Quarter 2 Budget Review has examined employee expenditure with an overall increase proposed which will be tabled at the March Council meeting.
- 3. Materials & Services** for the financial year to date are \$4,073,354 unfavourable with \$6,843,944 of actual expenditure and \$5,467,027 in commitments against YTD revised budget of \$8,237,617. This unfavourable variance is due to the inclusion of commitments, the majority of which relate to the DRFA Trevor event \$3.4M and Contract Works \$856K. The DRFA Trevor event expenditure is reviewed at quarterly periods to determine if it is operational or capital in nature with the corresponding transfer to capital. This process was carried out to reconcile the December quarter.
- 4. Depreciation and Amortisation** is currently unfavourable to the YTD revised budget by \$412,047. This is primarily due to changes to asset valuations and useful lives post outcomes of the 19/20 Financial Statement audit, noting the finalisation of major infrastructure works in the 19/20 financial year. Impacts have been assessed and will be adjusted at Quarter 2 Budget Review which will be tabled at the March Council meeting.
- 5. Capital Revenue** for the financial YTD is \$6,335,653 which is \$968,135 favourable when compared to YTD revised budget. This favourable variance is predominately due to the receipt of funds for the DRFA Trevor event. The budgeted cashflow for revenue will be adjusted at Quarter 2 Budget Review.

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 28 February 2021

Planning, Environment & Community
Service

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
Income								
Operating Revenue								
Fees & Charges	1	1,520,899	-	1,520,899	1,318,173	202,725	1,944,260	78.2%
Rental Income		106,136	-	106,136	93,333	12,802	140,000	75.8%
Operating Grants, Subsidies & Contributions	2	376,088	-	376,088	486,796	(110,708)	892,524	42.1%
Other Recurrent Revenue		5,748	-	5,748	4,000	1,748	6,000	95.8%
		2,008,871	-	2,008,871	1,902,303	106,568	2,982,784	67.3%
Expenses								
Operating Expenses								
Employee Expenses		6,373,377	-	6,373,377	6,349,048	24,329	9,710,308	65.6%
Materials & Services	3	3,854,131	945,665	4,799,796	4,627,720	172,076	6,931,743	69.2%
Finance Costs		395,080	-	395,080	417,257	(22,177)	625,886	63.1%
Depreciation and Amortisation		1,026,749	-	1,026,749	1,095,019	(68,270)	1,642,528	62.5%
Corporate Overheads & Competitive Neutrality Costs		2,547,707	-	2,547,707	2,547,707	-	3,821,560	66.7%
		14,197,044	945,665	15,142,709	15,036,750	105,959	22,732,024	66.6%
Operating Position Before Capital Items		(12,188,173)	(945,665)	(13,133,838)	(13,134,447)	609	(19,749,240)	66.5%
Capital Revenue								
Capital Revenue		713,254	-	713,254	691,712	21,542	1,873,808	38.1%
		713,254	-	713,254	691,712	21,542	1,873,808	38.1%
Net Result Attributable to Council in Period		(11,474,919)	(945,665)	(12,420,584)	(12,442,735)	22,151	(17,875,432)	69.5%
Total Comprehensive Income		(11,474,919)	(945,665)	(12,420,584)	(12,442,735)	22,151	(17,875,432)	69.5%

- 1. Fees & Charges** are \$1,520,899 YTD compared to the revised budget of \$1,318,173 resulting in a favourable variance of \$202,725. The predominant reasons for this favourable variance are increased utilisation of the Clermont Saleyards facility and revenue for the Moranbah pool. It should be noted that this is partially offset by increased expenditure associated with both these activities. The Quarter 2 Budget Review to be tabled for March Council meeting will propose an increase of \$280K to recognise increased activity.
- 2. Operating Grants, Subsidies & Contributions** actuals are \$376,088 YTD against a revised budget of \$486,796 resulting in an unfavourable variance of \$110,708. This unfavourable variance is mainly due to later than expected receipt of funds relating to CHAS. The Quarter 2 Budget Review will propose a partial deferral of works to the 2021/2022 financial year for CHAS, Drought Relief and State Library funding.
- 3. Materials & Services** for the financial year to date are \$172,076 unfavourable when compared to the YTD revised budget of \$4,627,720 with actual expenditure recorded \$3,854,131 and \$945,665 in commitments. 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 28 February 2021

Water & Waste

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
Income								
Operating Revenue								
Net Rates & Utility Charges		15,050,679	-	15,050,679	14,980,232	70,447	29,939,453	50.3%
Fees & Charges	1	868,535	-	868,535	965,600	(97,065)	1,448,400	60.0%
Rental Income		39,913	-	39,913	17,262	22,651	25,893	154.1%
Interest Received		13,274	-	13,274	31,867	(18,592)	47,800	27.8%
Operating Grants, Subsidies & Contributions	2	47,250	-	47,250	145,000	(97,750)	295,820	16.0%
Other Recurrent Revenue	3	3,659,617	-	3,659,617	4,676,920	(1,017,303)	7,030,380	52.1%
		19,679,268	-	19,679,268	20,816,881	(1,137,613)	38,787,746	50.7%
Expenses								
Operating Expenses								
Employee Expenses	4	3,788,452	-	3,788,452	4,250,485	(462,033)	6,500,742	58.3%
Materials & Services	5	9,952,725	4,080,315	14,033,040	11,935,496	2,097,545	17,981,304	78.0%
Depreciation and Amortisation	6	6,072,055	-	6,072,055	5,780,616	291,439	8,670,924	70.0%
Corporate Overheads & Competitive Neutrality Costs		4,046,454	-	4,046,454	4,046,454	-	6,069,681	66.7%
		23,859,686	4,080,315	27,940,002	26,013,051	1,926,951	39,222,651	71.2%
Operating Position Before Capital Items		(4,180,418)	(4,080,315)	(8,260,734)	(5,196,170)	(3,064,564)	(434,904)	1899.4%
Capital Revenue								
Capital Revenue		93,842	-	93,842	119,297	(25,455)	1,039,383	9.0%
		93,842	-	93,842	119,297	(25,455)	1,039,383	9.0%
Net Result Attributable to Council in Period		(4,086,576)	(4,080,315)	(8,166,892)	(5,076,873)	(3,090,019)	604,479	(1351.1%)
Total Comprehensive Income		(4,086,576)	(4,080,315)	(8,166,892)	(5,076,873)	(3,090,019)	604,479	(1351.1%)

- 1. Fees & Charges** are \$868,535 compared to YTD budget of \$965,600 resulting in an unfavourable variance of \$97,065. This unfavourable variance is due to Potable Water Sales which at the time of reporting had not issued invoices for the February period. The Quarter 2 Budget Review has reviewed the revenue YTD and will be proposing a reduction of \$105K to this revenue.
- 2. Operating Grants, Subsidies & Contributions** is unfavourable compared to budget by \$97,750. This is due to the budget for RRTAP funding no longer applicable with Council deciding not to proceed with this application. This budget will be adjusted at the Quarter 2 Budget Review, with the funding removed from income and expenditure of this work.
- 3. Other Recurrent Revenue** is \$3,659,617 compared to YTD Budget of \$4,676,920 resulting in an unfavourable variance of \$1,017,303. This unfavourable variance is due to landfill revenue and trade waste income, both of which are yet to issue invoices for February (noting early month close). Revenue projections have been reviewed with the Quarter 2 Budget Review with a proposed reduction of \$200K to trade waste. Waste income will be reviewed at the Quarter 3 Budget Review, with the second half of the year historically trending higher than the first half.
- 4. Employee Expenses** are favourable compared to the YTD revised budget by \$462,033. This favourable variance is predominately due to vacant positions in the Water & Wastewater Department which are partially offset through agency temp staff and leave taken by staff during the February period. The Quarter 2 Budget Review will propose to reduce Employee Expenses by \$260K (\$335K transferred to Materials & Services offset by an increase for proposed EBA adjustments).
- 5. Materials & Services** for the financial year to date are \$2,097,545 unfavourable, with \$9,952,725 in actual expenditure and \$4,080,315 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 of \$600K and the inclusion of \$1.4M in waste contracts).
- 6. Depreciation and Amortisation** is currently \$291,439 unfavourable to the YTD budget. This is primarily due to changes to asset valuations and useful lives post outcomes of the 19/20 Financial Statement audit, noting the finalisation of major infrastructure works in the 19/20 financial year. Impacts have been assessed and will be adjusted at the Quarter 2 Budget Review to be tabled at the March Council meeting.

MEETING DETAILS

Corporate, Governance and Financial Services

Standing Committee

Tuesday 9 March 2021

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 that Council:

- 1. Receive and note the Work Health and Safety monthly report.**

BACKGROUND

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

IMPLICATIONS

This report provides oversight to evidence that the system is monitored to ensuring 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: 24 February 2021	Report authorised by: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 2 March 2021
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ATTACHMENTS

- Attachment 1 – WHS Monthly Report

REFERENCE DOCUMENT

Nil

WHS MONTHLY REPORT

DATE	February, 2021
TO	March 2021, Council Meeting
FROM	Organisational Safety Manager

1. SUMMARY

The external WHS audit completed, with Isaac scoring an overall score of 86.85% which is a very good result. The auditor expressed his thanks to the leadership team and the Organisational Safety Team.

Explanatory Note:

The green section lists the objective and the target measure.

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.

2. 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, regularly reported to WHS Strategic Committee.

3. 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: The improvement plan pending review to ELT.

4. RISK MANAGEMENT

RISK ASSESSMENTS

Risk assessment from a WHS perspective will be revised in 2021 to ensure that all sites have a site-specific risk assessment.

HAZARD HUNTER WINNERS

Annual winner to be announced soon.

WHS MONTHLY REPORT

OBJECTIVE to ensure risk management activities are undertaken by identifying hazards.

TARGET Number of hazards reported and rectified.

STATUS 9 hazards identified, 0 has been fully completed.

INCIDENT REVIEW

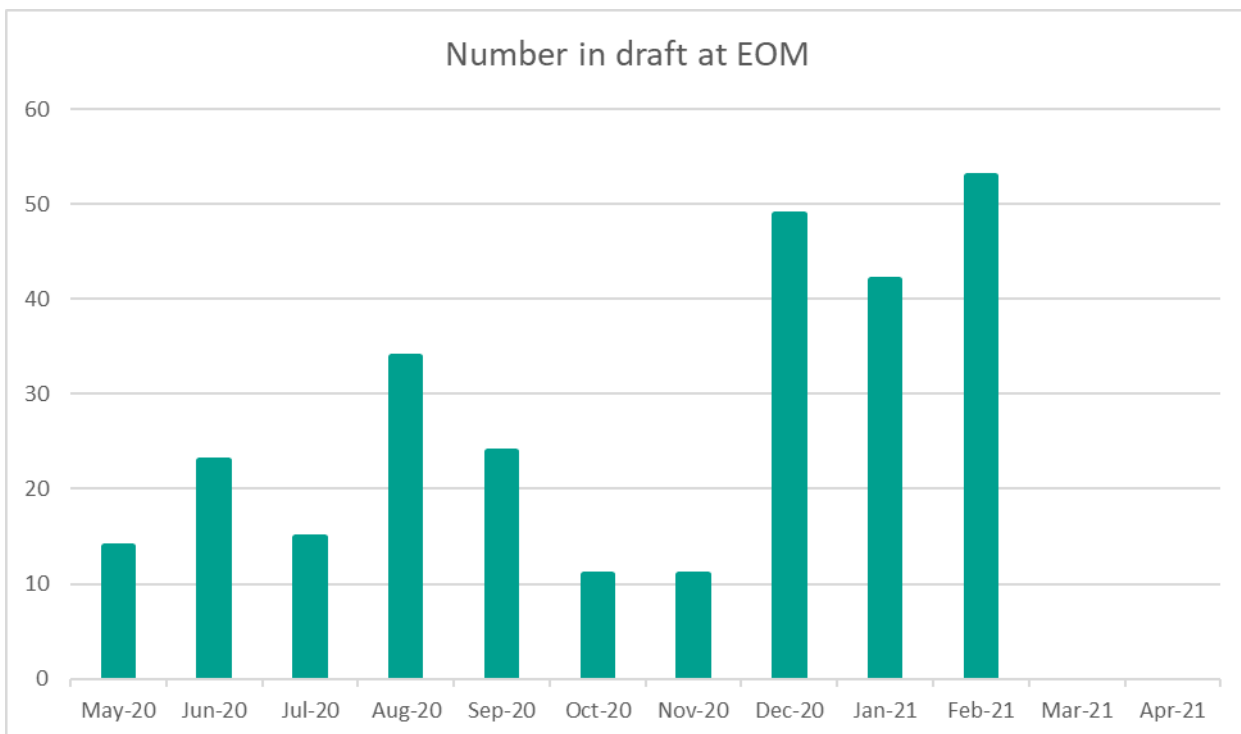
Formal investigations are being completed and forwarded for approval to the manager and executive leadership team for endorsement of proposed corrective actions.

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 53 incident in draft for all date range.

- Noting that this may be due to an increase in reporting (📈)



TRAINING

Cultural Leadership Program internal.

EMERGENCY MANAGEMENT

The Emergency Management Plan and Procedure is under review.

5. CONSULTATION

WHS STRATEGIC COMMITTEE

The next meeting is scheduled for March 2021.

WHS MONTHLY REPORT

WHS OPERATIONAL COMMITTEE

Top items of discussion from meeting:

The **Administrative & Community Services** committee met in **February 2021**; the following items were the top 3 topics of discussion.

- Spare tyres for pool vehicles are not easily accessible or able to be secured correctly in vehicles.
- Air conditioner in Middlemount office needs replacing/repairing however it has been 6 months of no action which needs to be addressed
- Making toolboxes for changing tyres accessible across the whole region and in remote areas.
- Staff need to feel supported and empowered to stand up and speak up if they feel safety is not being placed as a priority in the workplace.

OBJECTIVE Completed schedules of meetings.

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

STATUS on-track against new 2021 plan.

6. 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 and not approved has dropped. The inclusion of the not approved contractors is in line with our contractor and project management framework.

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 – **181**

UNDER REVIEW contractor companies (yet to complete mandatory documents)– **25**

NOT APPROVED contractor companies (failed in their obligations) - **7**

7. WELLBEING & FITNESS FOR WORK

A communications plan is also being developed for the next 6 -12 months. Meeting will be held in March.

VACCINATIONS

Recently we consolidated the vaccination register into a single document at Council. All staff for whom records have expired or we have no record have been contacted.

DRUG & ALCOHOL TESTING

An evaluation of D&A testing will be undertaken February post the audit.

WORKERS COMPENSATION & REHABILITATION

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

WHS MONTHLY REPORT

WELLBEING

Wellbeing working group are meeting regularly.

OBJECTIVE Support staff in maintaining physical and mental health.

TARGET Establish the wellness strategy and conduct toolbox against schedule.

STATUS: Wellbeing group has parked until February 2021 where the group make up and purpose will be revised.

EMPLOYEE WELLNESS

OBJECTIVE Improve worker absenteeism and presentism through wellness programs.

TARGET 20% increase in Skin Checks.

20% increase in Flu shot.

5% reduction of absenteeism.

STATUS: These statistics will be monitored and reported on at end of year. The promotion of the skin checks and flu shots has commenced. Will track numbers each month. There were **2** skin checks for **February** and **0** referred for follow up treatment.

EMPOWER OUR LEADERS

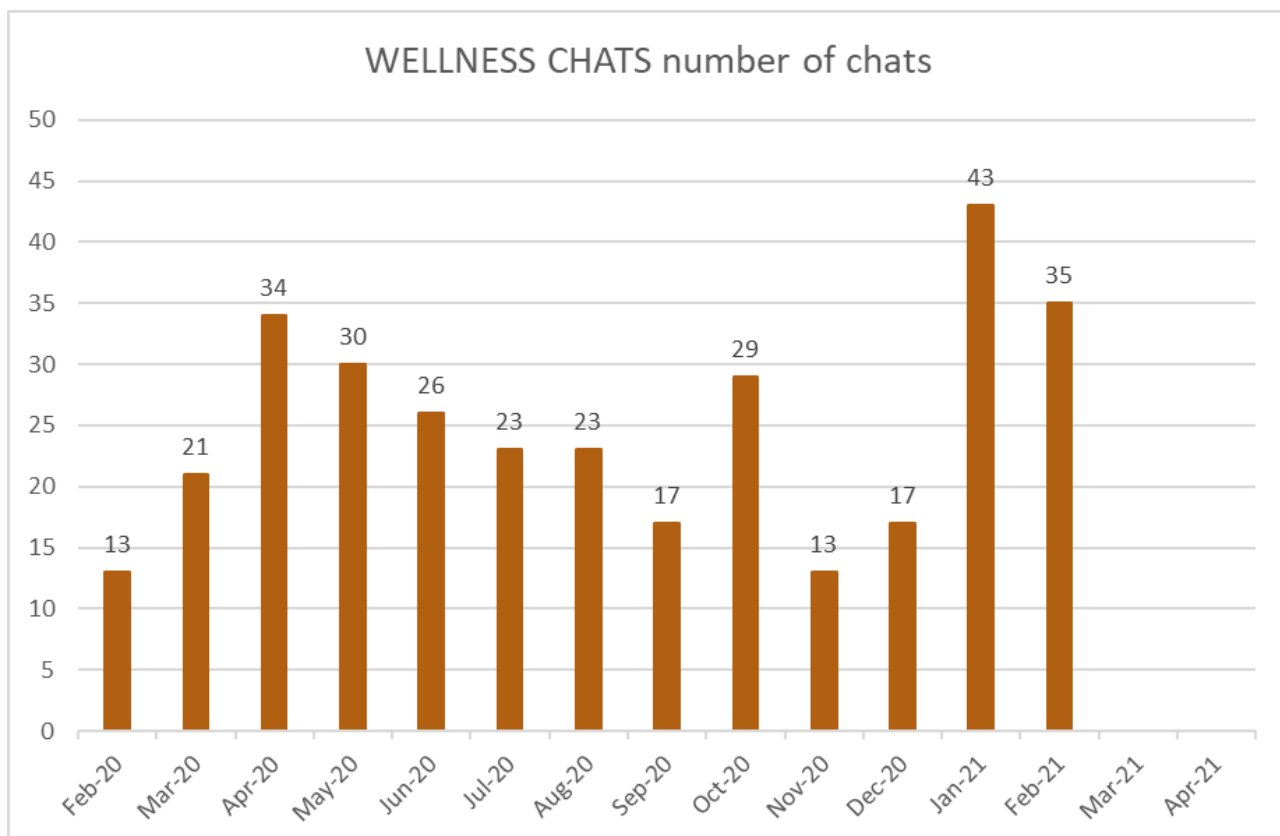
OBJECTIVE to empower our management through awareness and access to information, tools and training.

TARGET %5 increase in wellness chats.

Safety leadership attendance at 90% of M4 & M5.

STATUS: Safety leadership has been postponed due to COVID, will recommence in 2021.

The current status of wellness chats – **35** wellness chats for **February**.



WHS MONTHLY REPORT

SOCIAL RESPONSIBILITY

OBJECTIVE initiatives and education to promote better outcomes for works and families.

TARGET Worker support program monitoring, reducing time required.

STATUS: Still need to establish a base statistic.

PSYCHOLOGICAL SAFETY

OBJECTIVE Toolboxes address wellbeing every month. R U OK is promoted and supported.

TARGET Toolboxes with wellness. RU OK day promotion.

STATUS: R U OK supported in 2020. Toolbox talks include wellness update each month.

RESOURCING

OBJECTIVE To ensure a strong foundation of sound policies, practices and tools to support mental health and physical wellbeing.

TARGET inclusion of wellness into staff survey and monitoring.

STATUS: Staff survey has been revised and now includes wellness questions; survey has been postponed until the new year.

8. AUDIT/ INSPECTIONS

Organisational safety worked with all directorates to ensure timely reporting and involvement with audit program, to support in the preparations for the 2021 LGW midterm assessment audit, recently undertaken with Good rules.

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

TARGET 100% of audits completed against plan.

STATUS: Audits meet Annual target for 2020! **2 audits completed for February.**

New schedule has been established for 2021. Informal site visits were conducted prior to the auditor arriving onsite. The new schedule is based on risk.

9. 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 monthly target of completed actions is half of the desired 70% completed.

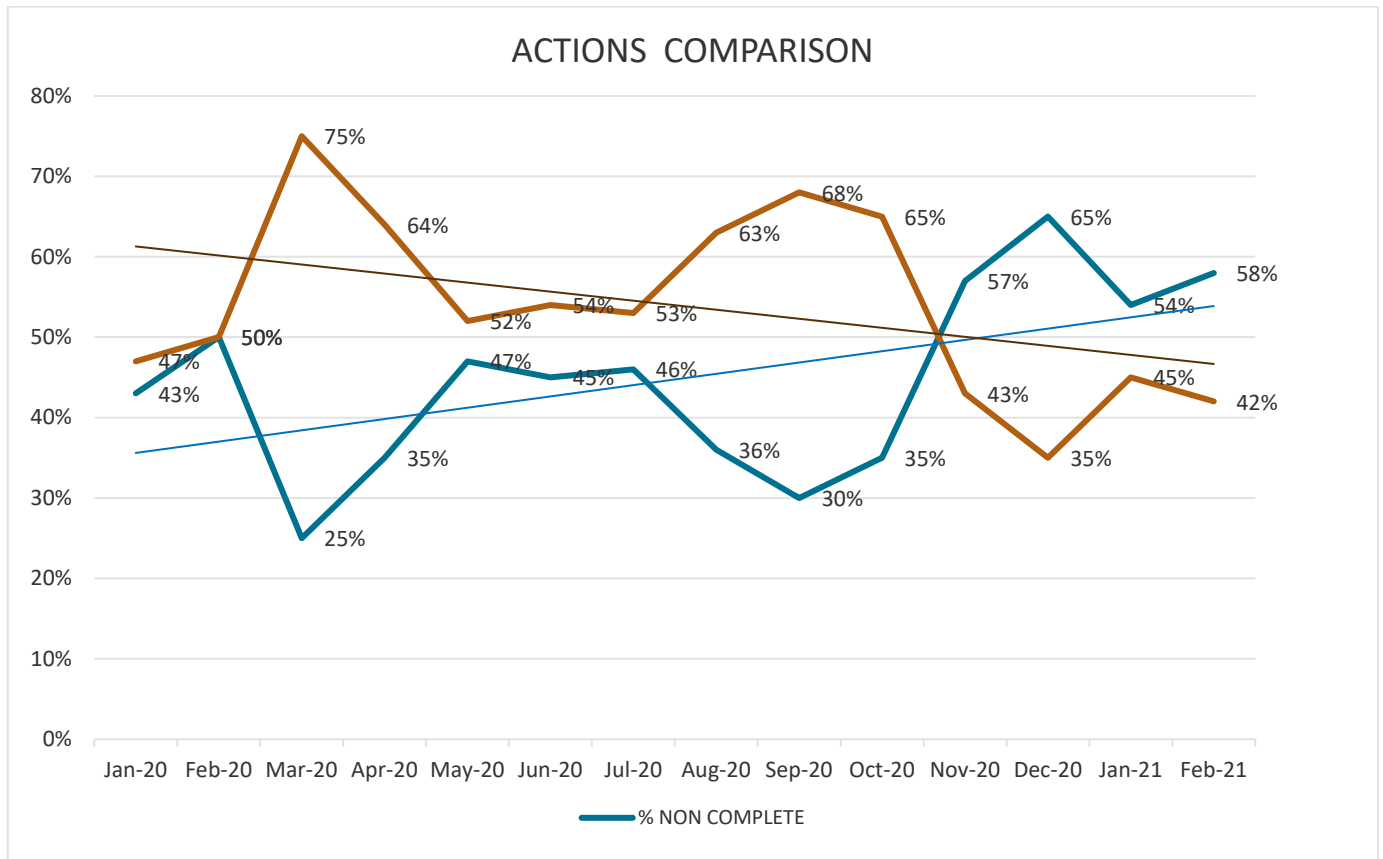
The target and methodology for tracking actions will be amended for the next report.

OBJECTIVE Ensure identified corrective actions are followed to completion.

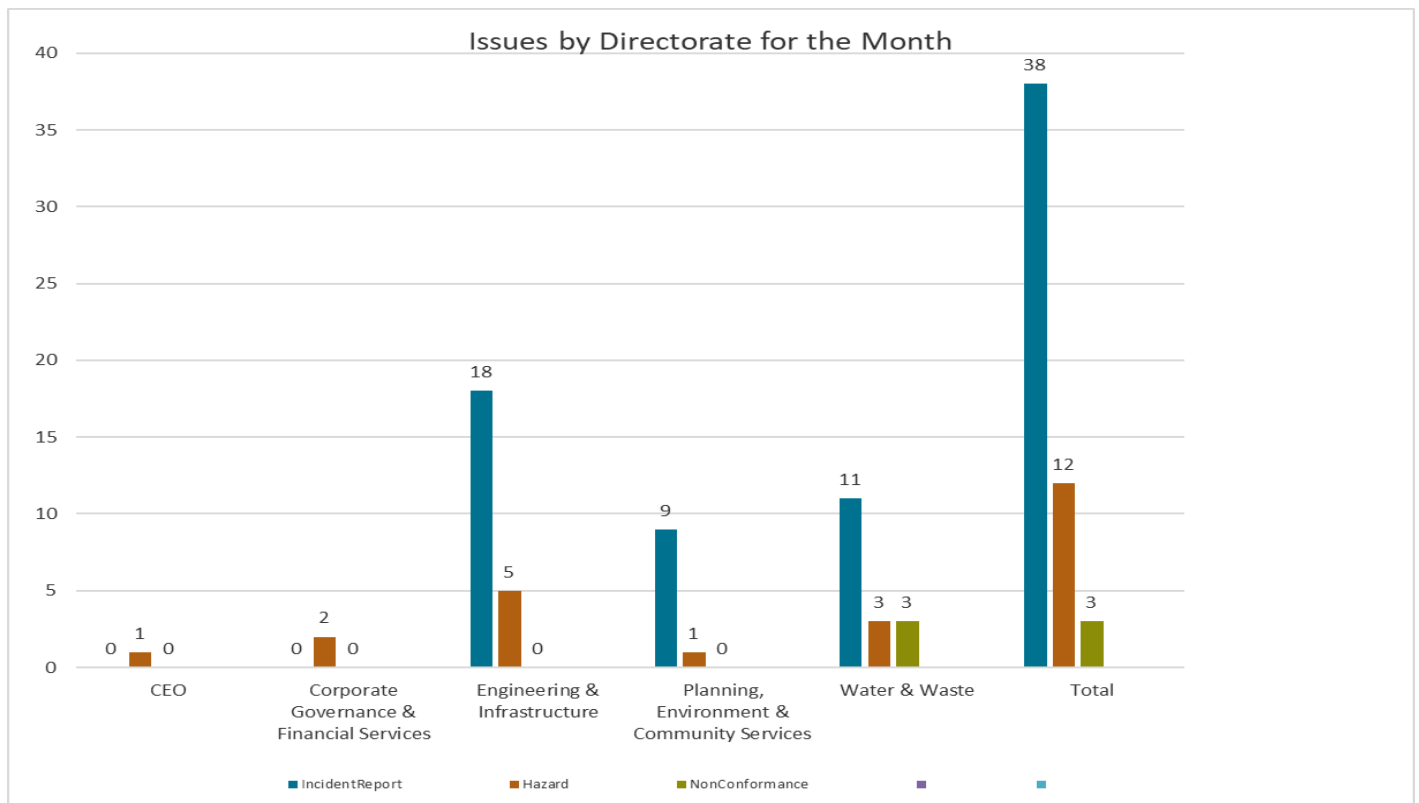
TARGET < 30% non-completed actions and > 70% completed corrective actions.

STATUS at the end of the month **58%** non-completed **42%** completed actions.

WHS MONTHLY REPORT



ISSUES BY DIRECTORATE



WHS MONTHLY REPORT

10. 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 KPI's have been tracking extremely well in recent months, this is very encouraging.

SAFETY ACTION - comments mandatory as well as evidence if applicable				
1. Conducted and completed a safety interaction 'Safety Chat' with staff to review process and risk management. Completed either via SMART Inform, F2F, Email, Virtual or phone = 1 x Safety Action	2. Conducted and completed a 'Wellbeing Chat' with someone. Completed either via SMART InForm, F2F, email, virtual or phone = 1 x Safety Action	3. Provided feedback on a WHS procedure with comments (Procedural Review) = 1 x Safety Action	4. Provided documented participation in an incident investigation/analysis = 1 x Safety Action	5. Conducted a Site Hazard inspection. Inspection completed either via SMART Inform or a paper version = 1 x Safety Action
SAFETY COMMUNICATION - comments mandatory as well as evidence if applicable				
1. Attended an Operational WHS Committee Meeting (M3's only) = 1 x Safety Communication	2. Attend any toolbox meeting and presented a 'safety share' (Safety Release or a workplace/personal share) = 1 x Safety Communication	3. Attend an Outdoor toolbox Meeting and presented a 'safety share' (Safety Release or a workplace/personal share) = 1 x Safety Communication	4. Conducted a toolbox or prestart meeting with your team and have documented minutes recorded in SMART (the SMART Toolbox Inform can be used) = 1 x Safety Communication	

Change in language from 'raw' KPI's to 'total' KPI's. This indicates exactly what has been completed across the individual action and communications areas, but then allows us to identify whether target has been met. Thus 'total target' numbers against 'target' numbers.

CGFS OLT Target list: 12 people/positions. 12x2=24 in total per month.

Monthly outcome: 11 people/positions. 11x2=22 in total. Leaves a deficit of 2. (1x2)1 person did not complete their Monthly KPI's.

PECS OLT Target list: 29 people/positions. 29x2=58 in total per month.

Monthly outcome: 27 people/positions. 27x2=54 in total. Leaves a deficit of 4. (2x2).

Reasons being: 1 person did not complete their Monthly KPI's. 1 person did not sign their KPI Inform- deemed incomplete although person did complete their Action and Comms for the month.

E&I OLT Target list: 41 people/positions. 41x2=82 in total per month.

Monthly outcome: 33 people/positions. 33x2=66 in total. Leaves a deficit of 16. (8x2).

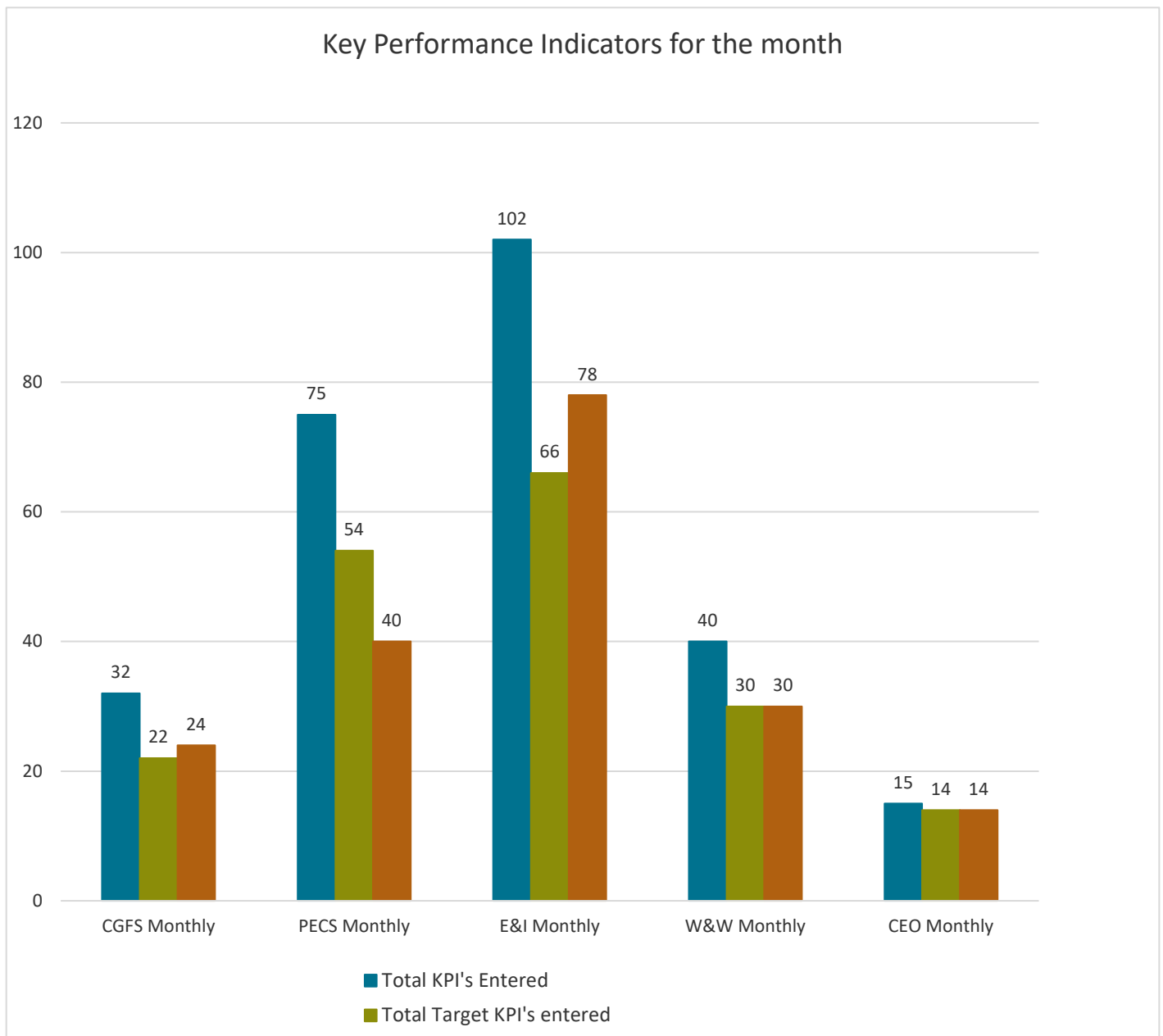
Reasons being: 2 positions are vacant. 2 persons only completed an Action for the month- incomplete. 1 person is across two roles – confirmation needed as to whether they are to complete KPI's for both roles

WHS MONTHLY REPORT

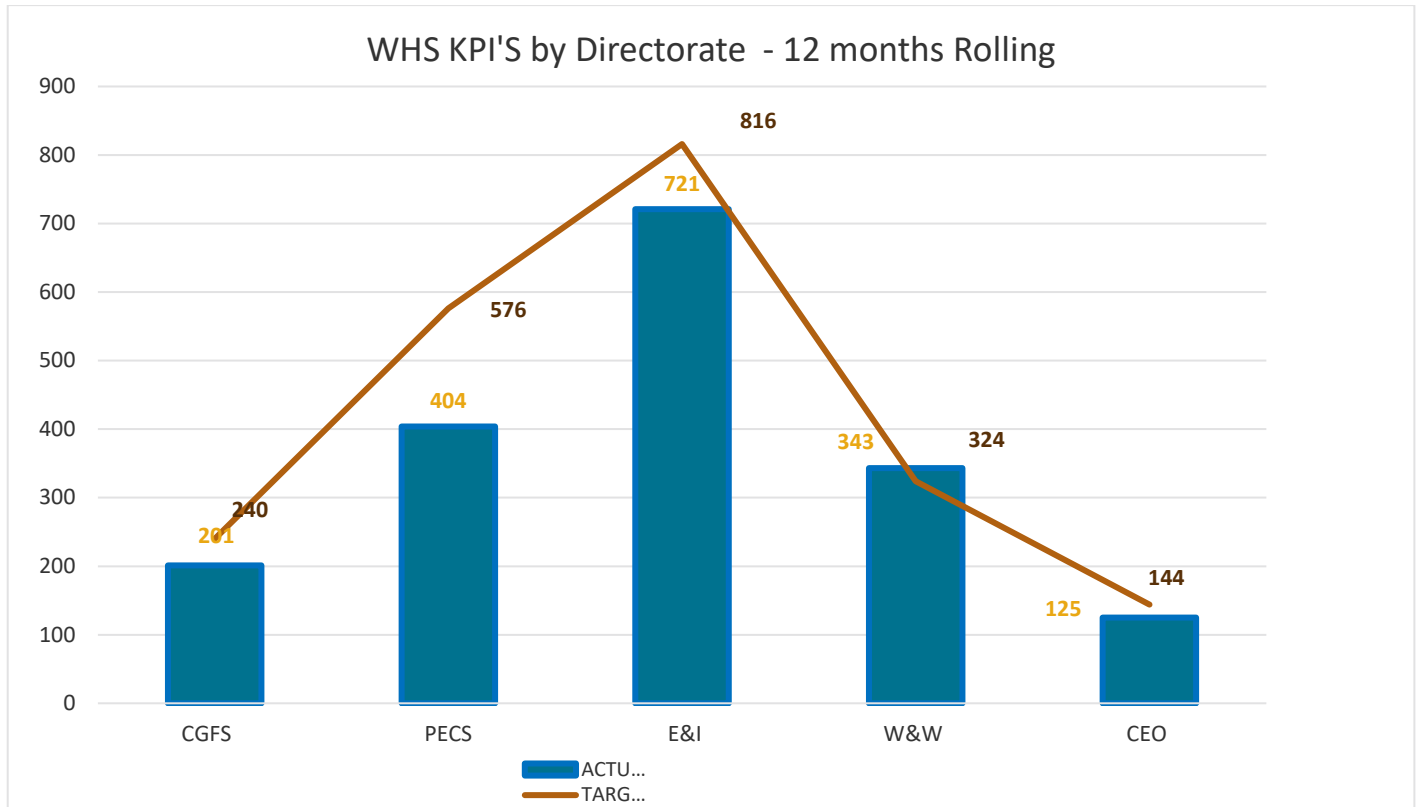
(2x4). 1 person did not sign their KPI Inform-deemed incomplete although person did complete their Action and Comms for the month. 2 people did not complete their KPI's.

W&W OLT Target list: 16 people/positions. $16 \times 2 = 32$ in total per month.
 Monthly outcome: 15 people/positions. $15 \times 2 = 30$ in total. Leaves a deficit of 2. (1x2).
 Reasons being: 1 position is vacant

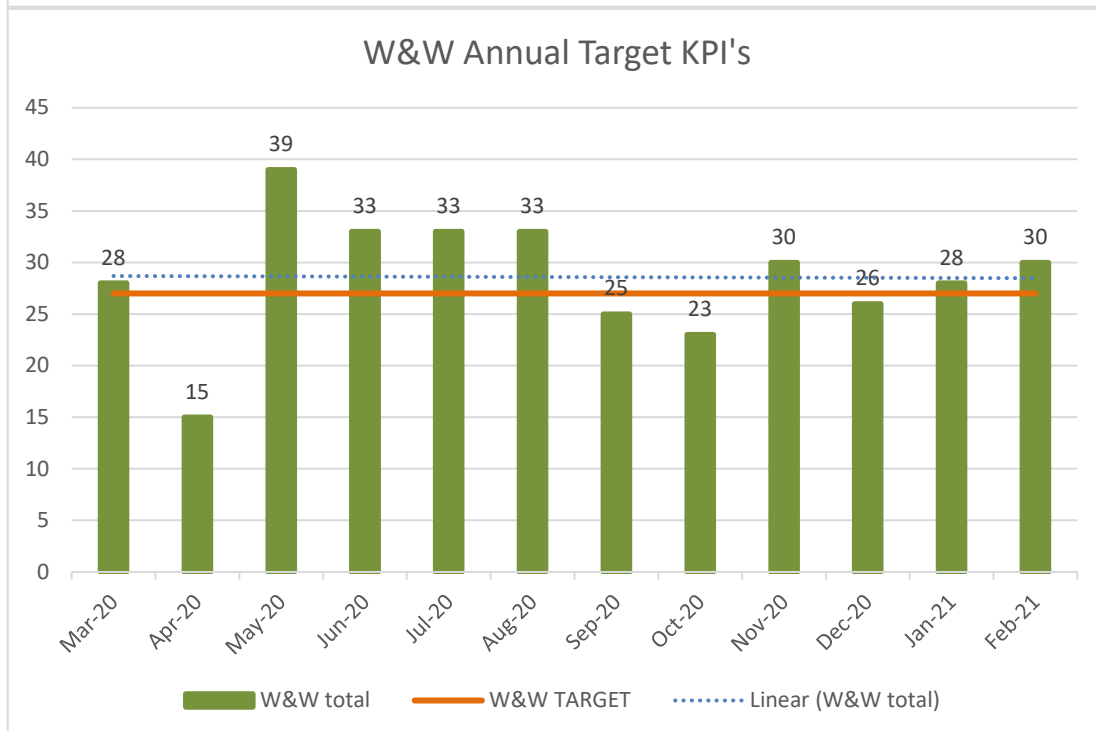
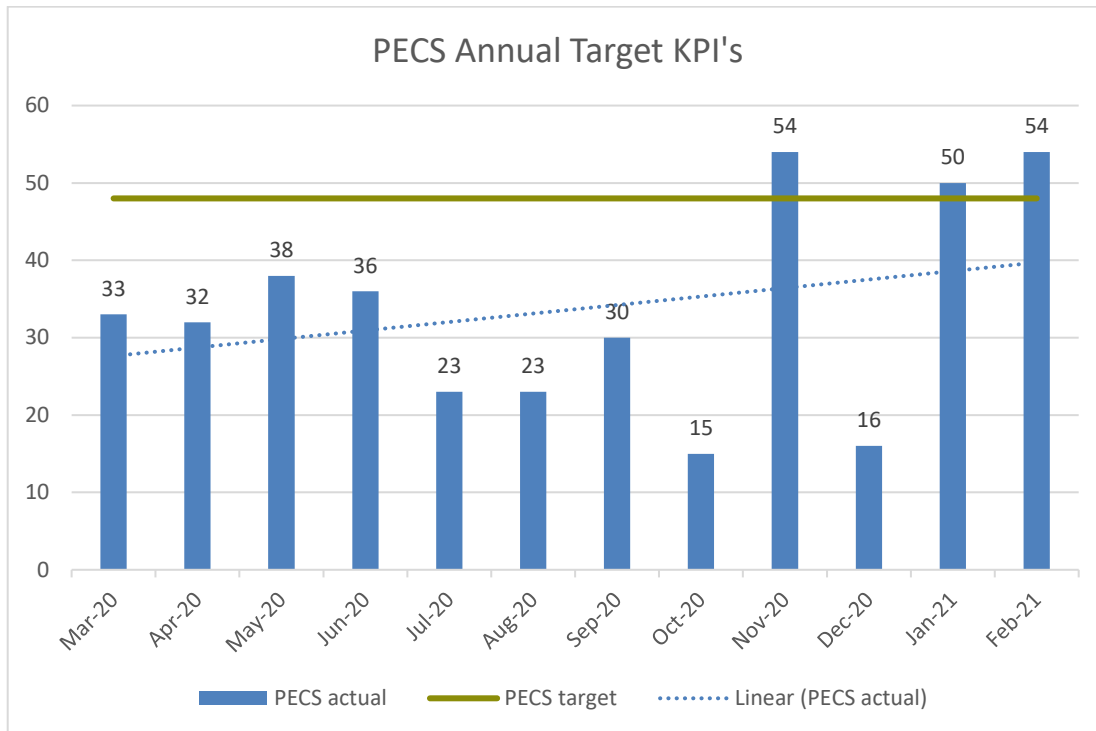
OCEO OLT Target list: 7 people/positions. $7 \times 2 = 14$ in total per month.
 Monthly outcome: 7 people/positions. $7 \times 2 = 14$ in total. Leaves a deficit of 0
 Reasons being: 1 person did not complete their Monthly KPI's. 1 person did not sign their KPI Inform-deemed incomplete although person did complete their Action and Comms for the month



WHS MONTHLY REPORT

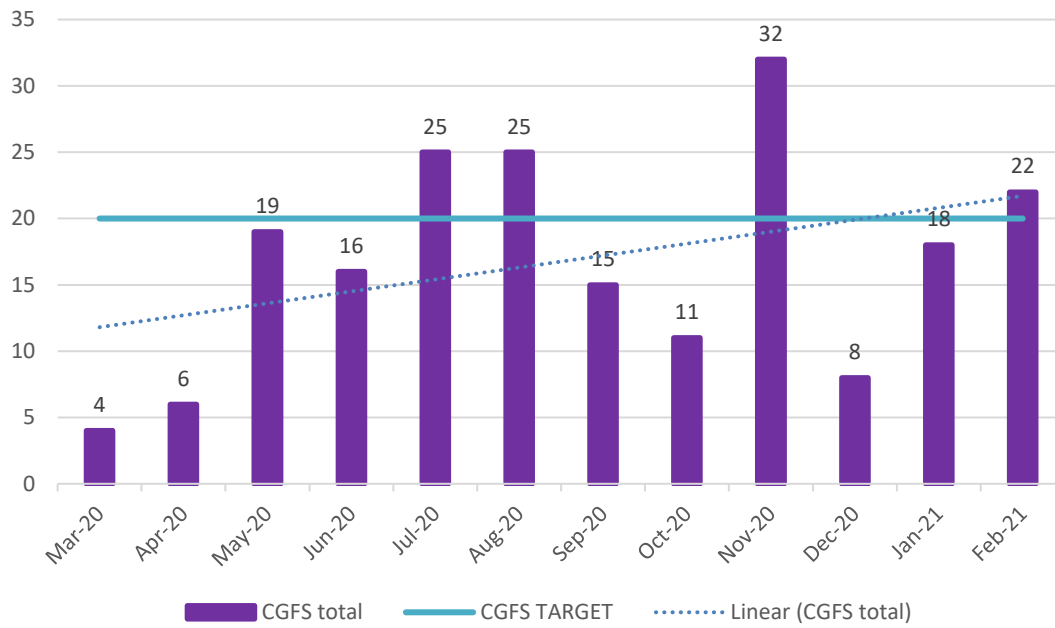


WHS MONTHLY REPORT

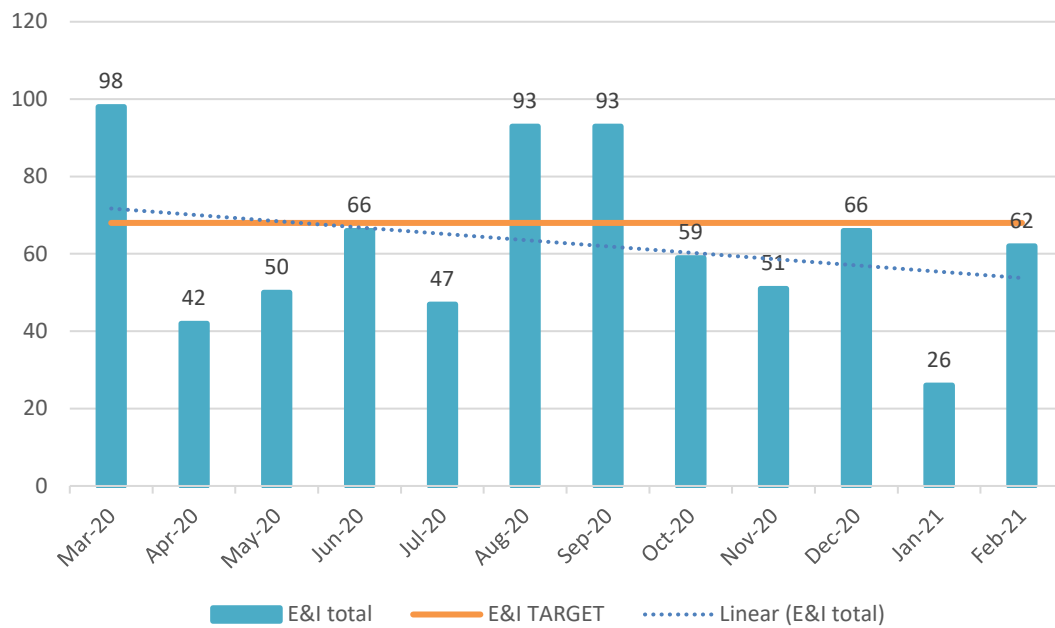


WHS MONTHLY REPORT

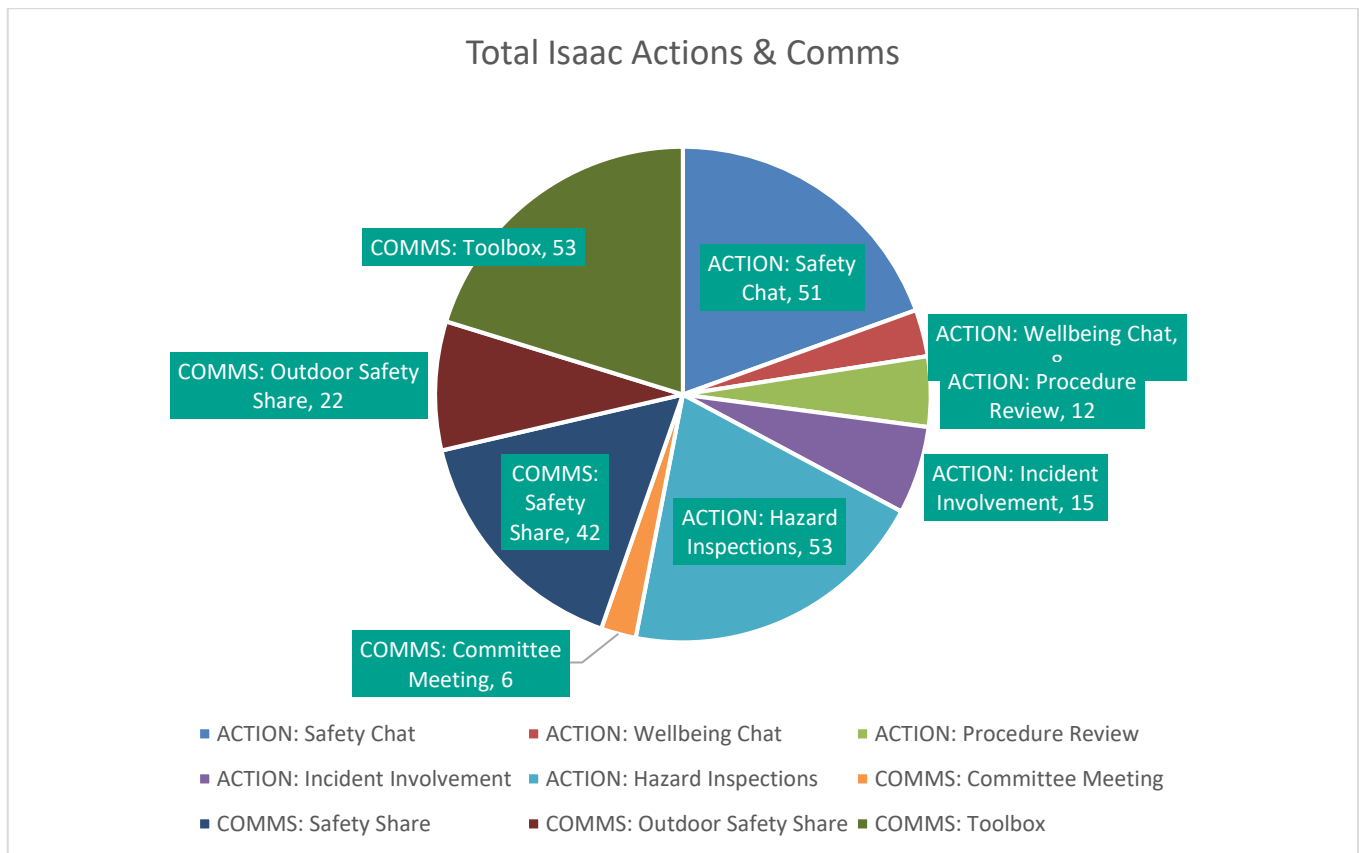
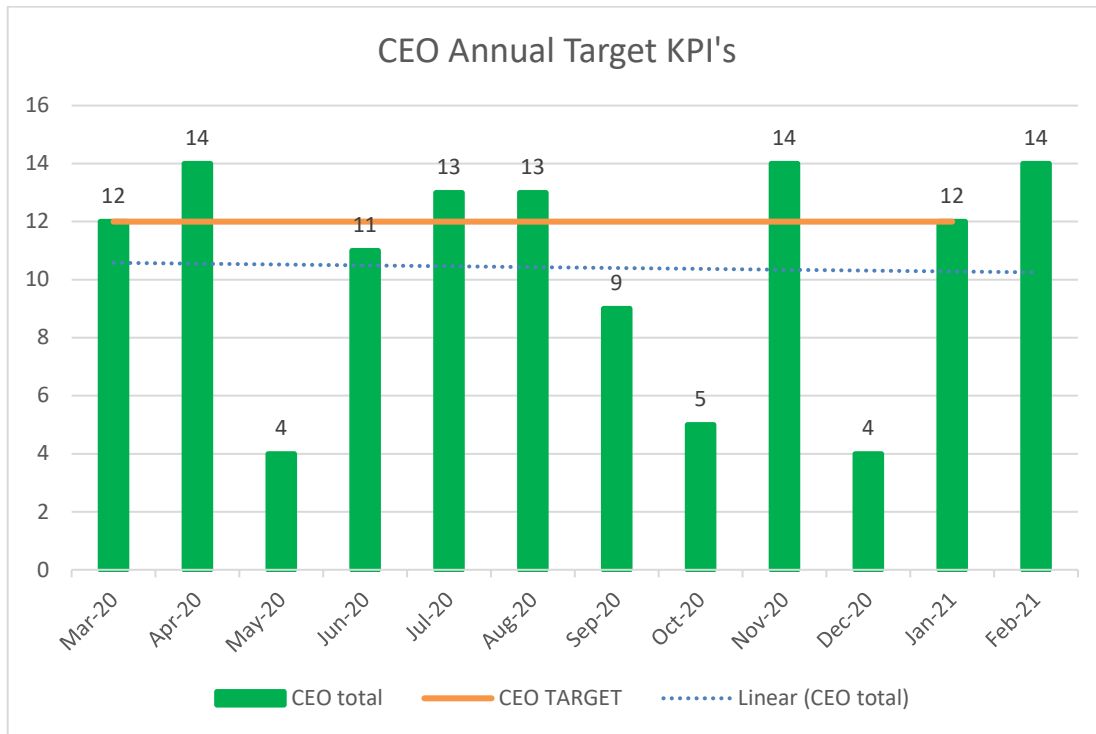
CGFS Annual Target KPI's



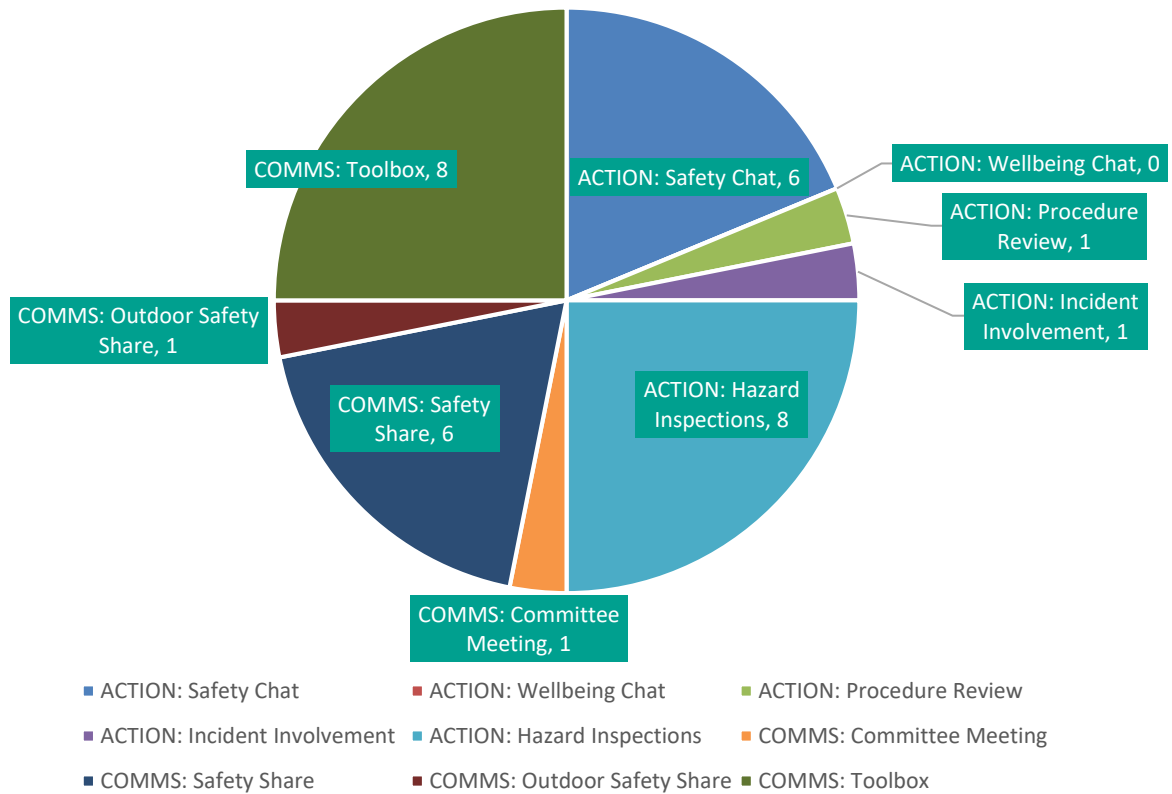
E&I Annual Target KPI's



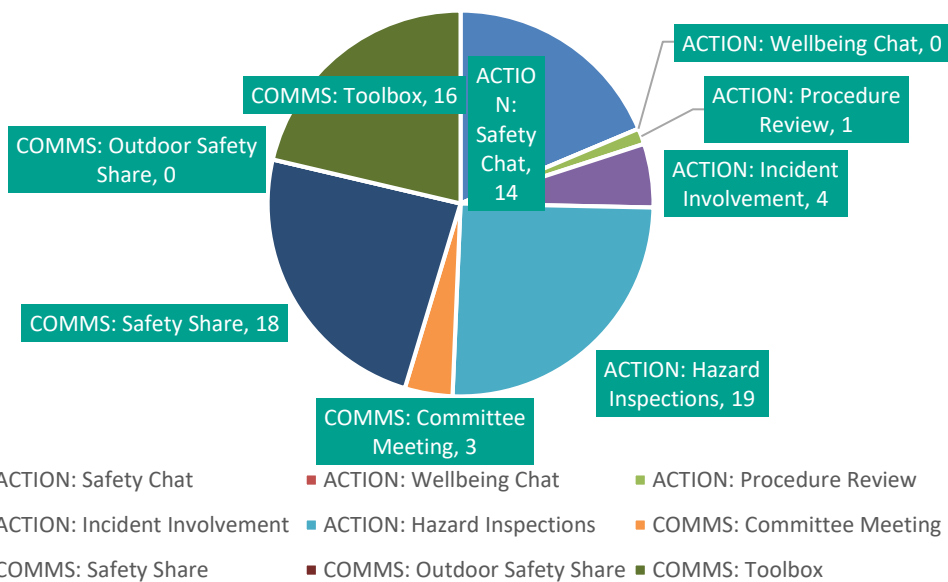
WHS MONTHLY REPORT



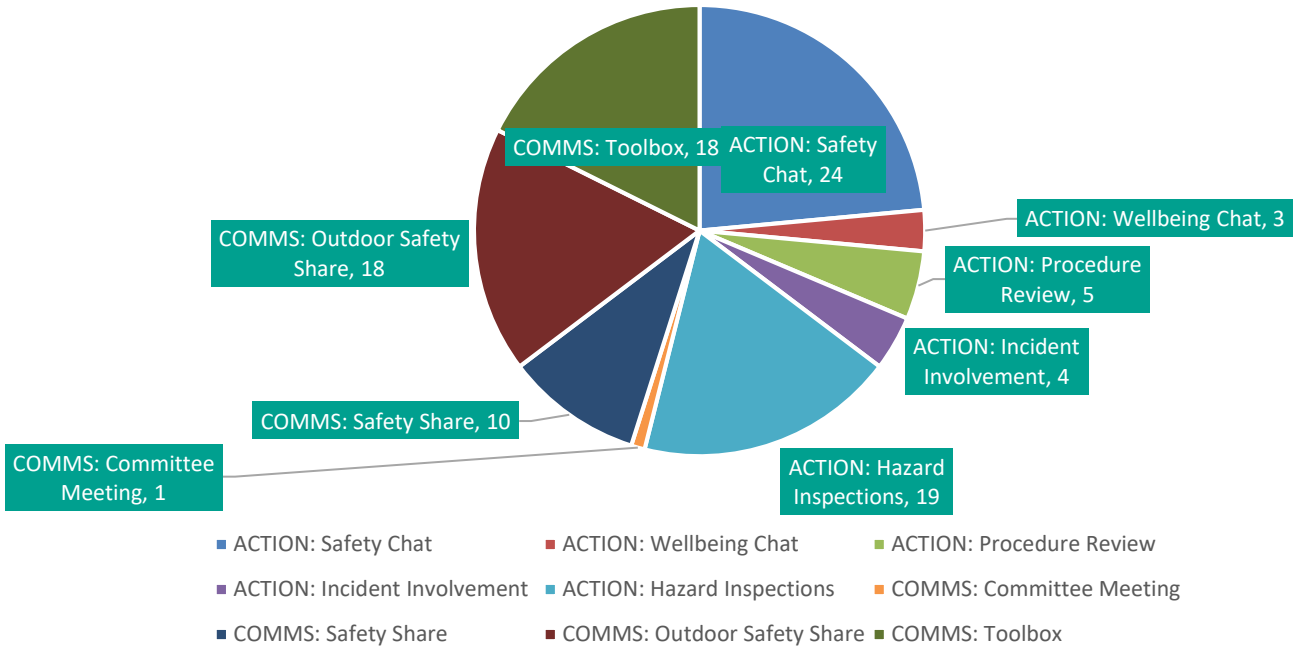
CGFS Monthly



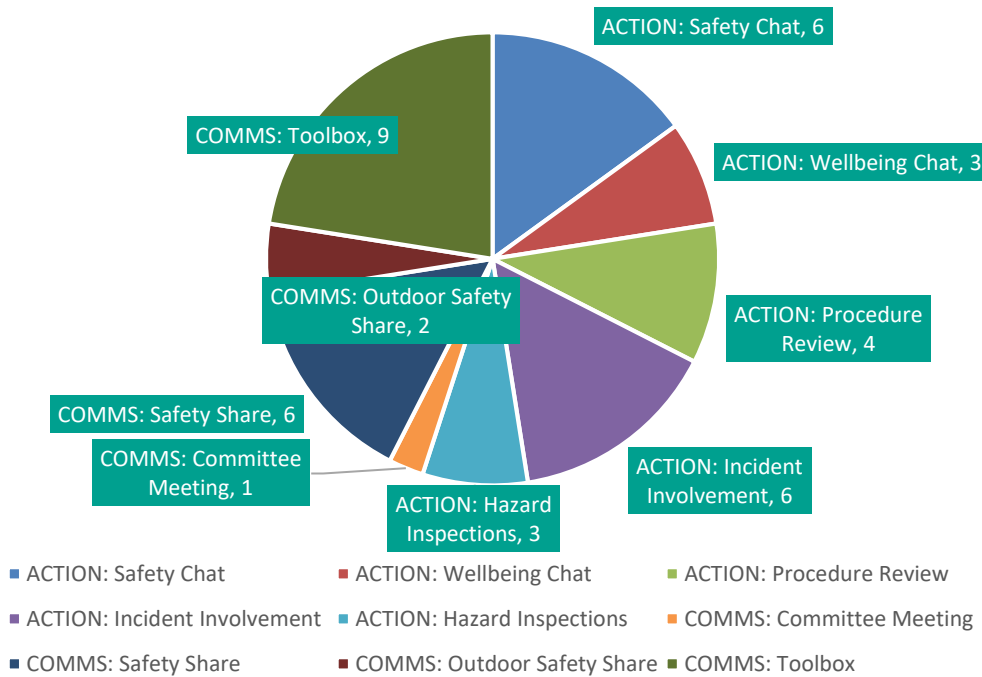
PECS Monthly



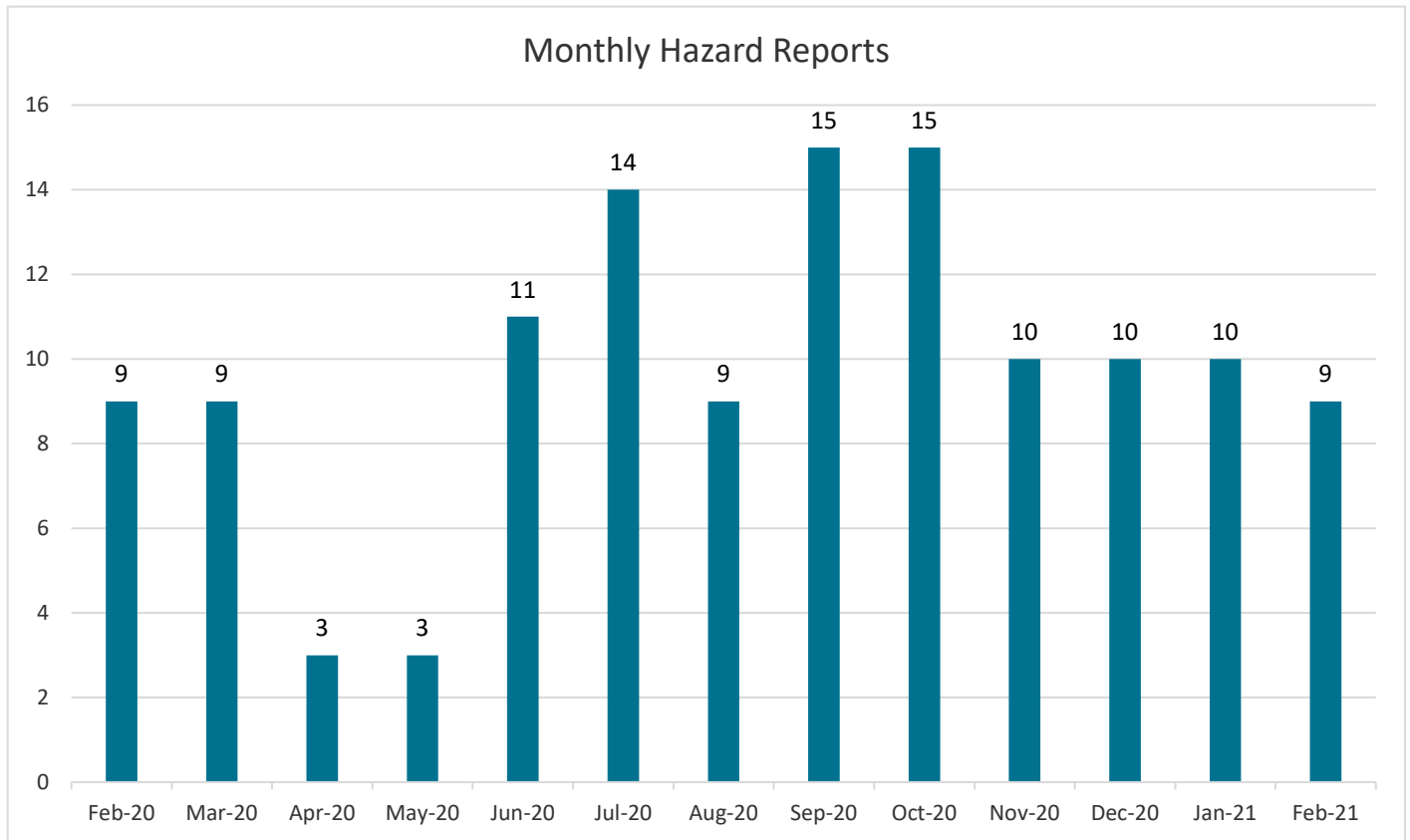
E&I Monthly



W&W Monthly



11. HAZARD REPORTS YEARLY COMPARISONS



MEETING DETAILS	Corporate, Governance and Financial Services Standing Committee Tuesday 9 March 2021
AUTHOR	Liza Perrett
AUTHOR POSITION	Manager Governance and Corporate Services

5.3 ORGANISATIONAL DEVELOPMENT PLAN – FINAL CLOSE OUT STATUS

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with a final update on the status of actions and priorities identified in the Chief Executive Officer's Organisational Development Plan, originally adopted in December 2016.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receive and note the Organisational Development Plan Final Close Out Report.**

BACKGROUND

The Organisational Development Plan (ODP) was adopted by Council on 13 December 2016, with these actions underpinning operational effectiveness. The ODP was structured with three key themes:

- Governance and Planning
- People
- Organisation and Operations

Early 2018, additional items/actions were included in the ODP following an Executive Leadership Team (ELT) Re-Set. Most of these were embedded within the existing themes, however a new theme was created being the Women in Local Government.

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

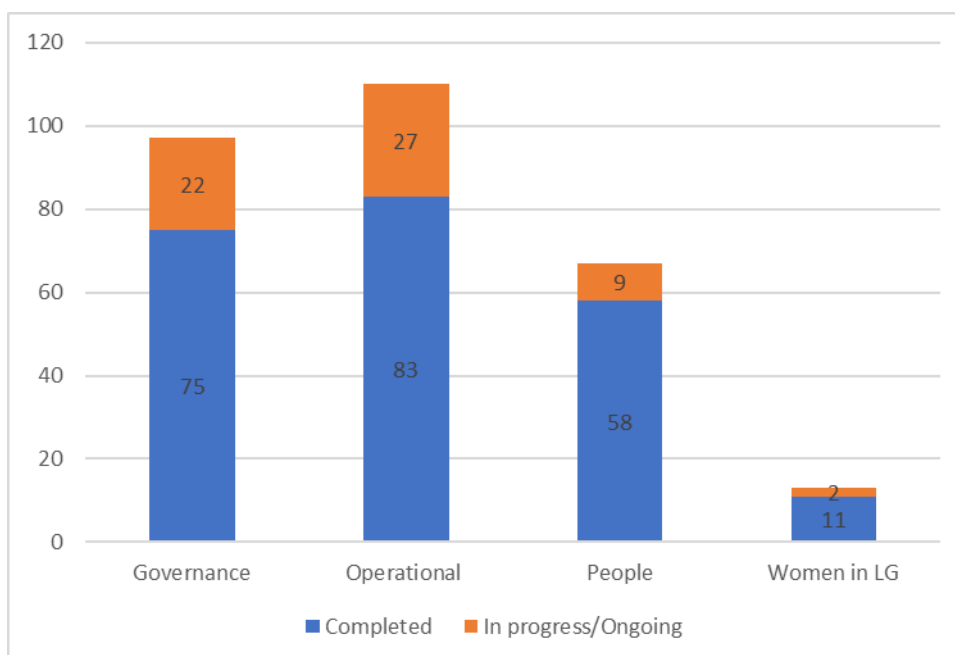
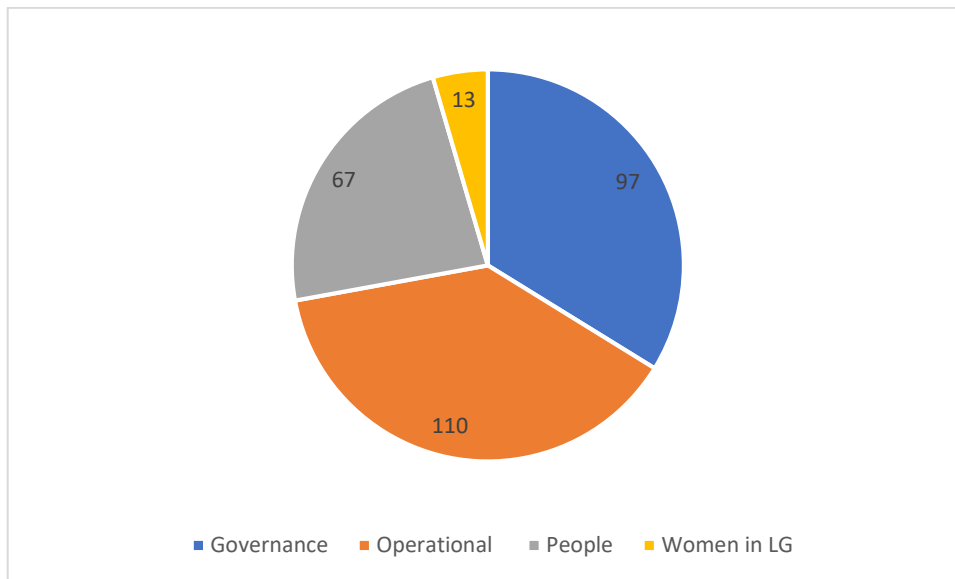
Since its adoption the custodians of actions have progressed alongside the Annual Operational Plan (AOP) priorities and their Departmental Programs and Services. Regular performance reporting of the ODP was provided with the AOP statutory reporting.

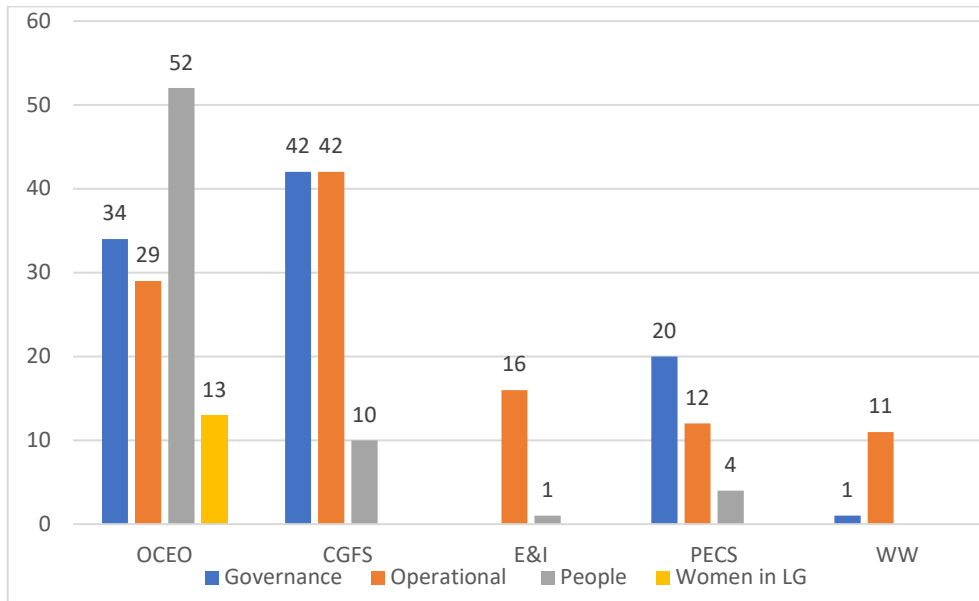
With this ODP being several years old and noting that many of the actions have been completed and/or have been established as business as usual, it is considered appropriate to present a report on the status of all the actions and formally finalise/close out the ODP.

Council is reminded that the ODP actions have been embedded into Departmental Business Plans, which influence the development of the Annual Operational Plan.

The attached document provides an overview of each item/action within the ODP, its status and the ongoing custodian of that action. The final column represents if the action has been captured in a Departmental Business Plan.

287 Actions





IMPLICATIONS

- Actions to be reflected in relevant Departmental Business Plans, in particular note many have transpired to business as usual activities.
- Communication to community to demonstrate performance on commitments for business improvement, ensure transparency and accountability, sustainability and sound reporting practices.
- Budget – where actions/projects for business improvement and continuity may result in budgetary impacts to ensure compliance and/or implementation. These would be managed through the budget process and prioritised accordingly.

CONSULTATION

- Executive Leadership Team
- All Managers (through Directors)
- Senior Advisor

BASIS FOR RECOMMENDATION

To provide Council an update on how actions have progressed and the performance on the commitments within the Organisational Development Plan.

To provide Council with the assurance that actions have been transposed to Departmental Business Plans to ensure continuity of improvements to the organisations activities as a result of findings/actions from the Organisational Development Plan, in particular the ongoing ownership of those actions and/or projects.

ACTION ACCOUNTABILITY

CEO to liaise with Brand Media Communications and Manager Governance and Corporate Services to communicate to the organisation the status of the ODP and final report and actions completed.

Directors will continue to ensure that actions and projects are captured in Departmental Business Plans and progressed as appropriate.

Manager Governance and Corporate Services will arrange for the final close out summary report to be published on Council's website. CEO to have authority to approve the published version which will reflect the statistics and attachment within this report.

KEY MESSAGES

Council is demonstrating transparency on how it is performing against commitments contained in its planning and strategy documents.

Report prepared by: LIZA PERRETT Manager Governance and Corporate Services Date: 23 February 2021	Report authorised by: GARY STEVENSON Chief Executive Officer Date: 1 March 2021
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ATTACHMENTS

- Attachment 1 - Organisational Development Plan – Final Close Out Report

REFERENCE DOCUMENT

- Organisational Development Plan – adopted December 2016
- ELT Reset – March 2018

ORGANISATIONAL DEVELOPMENT PLAN

FINAL CLOSE OUT REPORT

Current as at 22.02.2021

Presented by **Chief Executive Officer**



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STATEMENT OF RESPONSE ON REALISING THE ORGANISATIONAL DEVELOPMENT PLAN

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STATE OF THE ORGANISATION

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

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

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

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

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

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

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



IMPLEMENTING THE ORGANISATIONAL DEVELOPMENT PLAN

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BACKGROUND

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

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

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

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

- Governance and Planning;
- People;
- Organisation and Operations; and
- *Women in Local Government.

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

INFLUENCING STRATEGIES OF THE ODP

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

INTRODUCTORY REMARKS

The ODP provided introductory references to:

- IRC's Planning Framework
 - The guiding Strategies and Plans that influence the short- and long-term budgeting and planning for the organisation and Isaac region.
- Internal and External influences
 - The various current and emerging influences on the organisation at the time of the ODP's preparation.
- IRC's Vision and Values
 - Core influencing principles that guide decision making, culture and a set of beliefs and values the organisation can embrace as a team. These identify how each employee contributes to council, the community and region outputs that impact on the wider environment, including a difference in the world.

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

STRATEGIC REMARKS

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

These specifically referred to the:

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

The local government principles are—

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

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

- Community
- Economy
- Infrastructure
- Environment
- Governance

REPORTING ON THE PROGRESS OF THE ODP

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

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

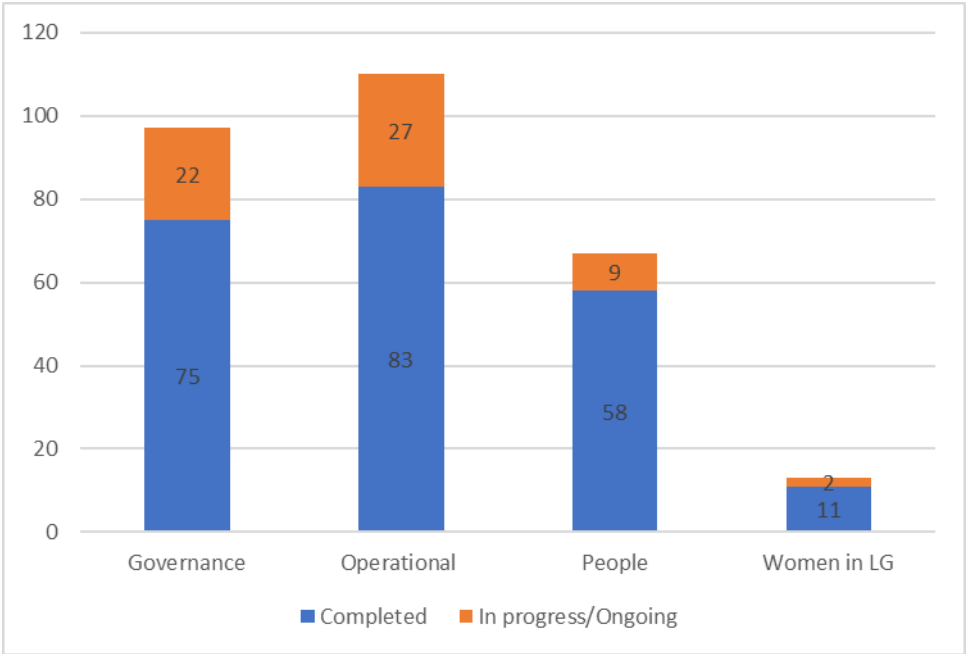
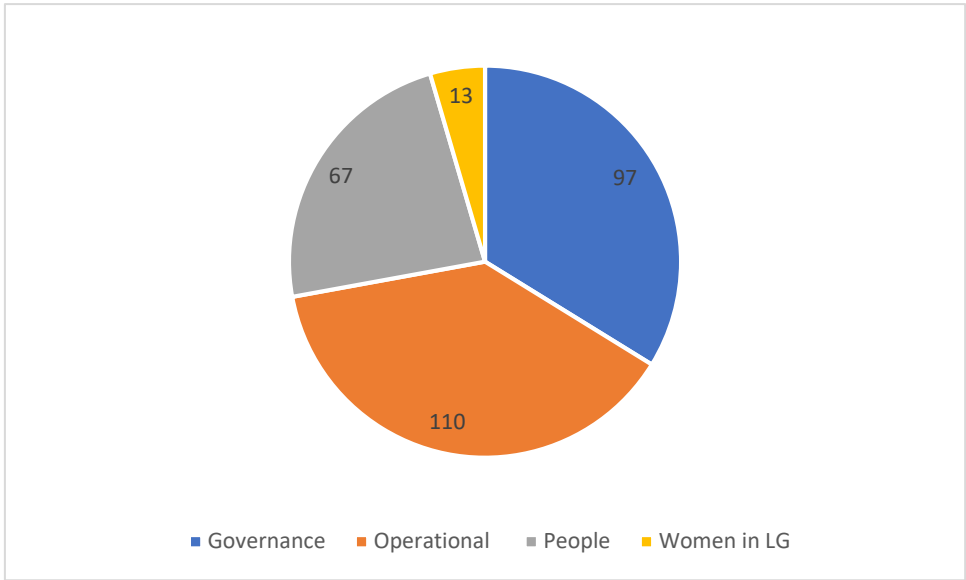
<http://isaac.qld.gov.au>

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

STATISTICS/GRAPHS

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

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





ORGANISATIONAL DEVELOPMENT PLAN ACTIONS & FINAL STATUS

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**Isaac Regional Council
Organisation Development Plan
Planning and Reporting Framework**

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

**Isaac Regional Council
Organisation Development Plan
Planning and Reporting Framework**

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

**Isaac Regional Council
Organisation Development Plan
Planning and Reporting Framework**

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

**Isaac Regional Council
Organisation Development Plan
Planning and Reporting Framework**

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

**Isaac Regional Council
Organisation Development Plan
Planning and Reporting Framework**

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

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001	Organisational structure, workload and resource allocation	001.01	Conduct critical review of organisational structure to identify gaps, overlaps and under-resourced or over-resourced units	OCEO	CEO	Completed	Completed	Project	OCEO	NA
		001.02	Subject to result of Water and Wastewater Unit Commercialisation, determine the need for the unit to be a separate Directorate	OCEO	CEO	Completed	Completed	Project	OCEO	NA
		001.03	Continue critical review of all vacancies before recruiting including personnel engaged as casual, part-time, temporary and by contract	OCEO	CEO	Completed	Completed	Ongoing	PP	NA
		001.04	Review opportunities for greater integration of property letting functions in relevant directorates.	OCEO	CEO	Completed	Development of Community Tenure & Facilities Advisory Committee and their continued work in progressing issues. PECS Functional Review also consolidated functions	Project	PECS	Community Facilities
		001.05	Establish working group to identify opportunities for intergrated management of public toilets	PECS	DPECS	Completed	Matter transferred to internal matter for E&I to resolve following structural amendments across that Directorate	Ongoing	E&I	E&I
		001.06	Identify appropriate unit to undertake land development activities	OCEO	CEO	Completed	This is currently being reviewed under the Land Development Advisory Committee. PECS Directorate is asset custodian for vacant developed and undeveloped land	Ongoing	OCEO	PECS
		001.07	Establish working group to identify opportunities for intergrate management of booking facilities and spaces	PECS	DCGFS	Completed	Protocols in place for common bookings through community hubs with risk based escalations as required	BAU	Engaged Communities	NA
		001.08	Prepare Transition Plan for transfer of Corporate Properties unit from Planning, Environment and Community Services directorate to Engineering and Infrastructure directorate	E & I	DEI	Completed	Completed	Project	PECS	NA
		001.09	Prepare Transition Plan for transfer of Waste Management unit from Engineering and Infrastructure directorate to Water and Wastewater directorate	W&W	DW&W	Completed	Completed	Project	WW	NA
002	Customer contact	002.01	Conduct major review of customer contact/service	PECS	DPECS	In Progress	PECS Functional Review revisioned how customer contact and frontline services are delivered. Project plans are being prepared for ELT consideration	In progress & Ongoing	Engaged Communities	Engaged Communities
		002.02	Refine existing customer contact arrangements to optimise service levels and distribute workload	PECS	DPECS	Completed	Completed	BAU	Engaged Communities	Engaged Communities
		002.03	Strengthen emphasis on use of existing customer service and workflow systems	OCEO	CEO	Ongoing	Customer Relationship Management business model being rolled out	BAU/Project	Engaged Communities	Engaged Communities
		002.04	Develop and implement social media tool(s) eg Apps to establish responsive and appealing new customer contact avenues in lieu of broader social media platforms use by customers	CGFS	DCGFS	Completed	Completed. Twitter, social media, speak up, Bang the Table and My Community Directory. For regular review to take advantage of new technology	BAU	Brand Media and Communications Engaged Communities	Brand Media and Communications Engaged Communities
003	Information technology and services	003.01	Adopt comprehensive IT&S Strategy including review of enterprise architecture, business applications and platforms	CGFS	CIO	Completed	Completed. ICT Strategy developed and ICT Steering Committee established	BAU	Information Systems	Information Systems
		003.02	Undertake information security audit and mitigate unacceptable risks	CGFS	CIO	Completed	Completed. Cyber security audits undertaken on a regular basis. Essential 8 Security Framework implemented	BAU	Information Systems	Information Systems
		003.03	Critically review risks in communications network and mitigate unacceptable risks to business continuity	CGFS	CIO	Completed	Completed and an ongoing action	BAU	Information Systems	Information Systems
		003.04	Establish IT&S Group to engage users and contribute to strategic decisions	CGFS	CIO	Ongoing	Protocols being developed. An organisational wide working group on Office365 opportunites an example. ICT Steering Committee established	BAU	Information Systems	Information Systems

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		003.05	Review communications infrastructure to ensure adequate capacity for corporate systems in each workplace	CGFS	CIO	Completed	Completed and an ongoing action	BAU	Information Systems	Information Systems
004	Project management	004.01	Establish "Project Accountability Gateways" framework (including policy and procedures) to manage prioritisation and progress of significant projects at various stages of project life	CGFS	DCGFS	Completed	Completed. Project Accountability Gateway Process implemented as part of budget process	BAU	Strategic Asset Management	Strategic Asset Management
		004.02	Establish Project Coordination Officer within Corporate Governance and Financial Services Directorate responsible for overall coordination (not determination or delivery) of significant projects and prioritisation of significant project funding.	CGFS	DCGFS	Completed	Completed. Position created within Strategic Assess Management	BAU	Strategic Asset Management	Strategic Asset Management
		004.03	Adopt firm reconciliation, close-out and capitalisation procedures	CGFS	DCGFS	Ongoing	Draft Asset Accounting Policy developed and included in for referencing through PAG process. Policy supported by reconciliation, closeout and capitalisation procedures. To be finalised and adopted by Council early 2021.	BAU	Financial Services	Financial Services
		004.04	Continue to build corporate skills, knowledge capacity to support program and project delivery assurance objective	OCEO	CEO	Ongoing	Ongoing - Asset Management Working Group is appropriate vehicle to build capacity.	BAU	ELT	ELT
		004.05	Establish a capital program monthly meeting of CEO, Directors, CFO and key personnel, cross directorate	CGFS	DCGFS	Completed	Completed. Capital Project Peer Review undertaken regularly with ELT	BAU	ELT	ELT
		004.06	Explore the merit of creating a Major Project Delivery unit	OCEO	CEO	Completed	ELT agree with the concept, however further discussions to be held and considered by ELT. However there are other areas of organisational development that are high priority at this time. This approach has been established in three of the four directorates and will be monitored	Project	ELT	ELT
005	Commercial business activities	005.01	Critically review merit of and readiness for commercialisation of Water Unit	OCEO	CEO	Completed	Completed	NO further action	WW	WW
		005.02	If reaffirmed, implement commercialisation of Water Unit including potential structural, policy and operational changes	OCEO	CEO	NA	NA	NA	NA	NA
		005.03	Review strategic objectives, business plans and resource allocation in Commercial Outcomes Unit	PECS	DPECS	Completed	Completed as per PECS functional review	ongoing	Community Facilities	Community Facilities
		005.04	Establish guidelines for development of business plans for commercial activities	CGFS	MCGS	Completed	Completed as per annual business plan framework	BAU	NA	NA
006	Property management	006.01	Complete property asset inventory and condition assessment and adopt an asset management plan and a maintenance management plan	E & I	MCP	In Progress	Partially Completed. Asset Management Plans being developed as part of the greater Strategic Asset Management Plans	BAU	Corporate Properties	Corporate Properties
		006.02	Identify property available for commercial purpose (ie other than employee housing) and determine opportunity for disposal and/or leasing	E & I	MCP	Ongoing	Ongoing. Council identified that with the strongly cyclical nature of the local economy that it is an essential business continuity need to maintain an appropriate housing portfolio	BAU	Corporate Properties	Corporate Properties
		006.03	Liaise with State Government and corporate entities holding significant housing property portfolios to establish longer term housing strategy for each town	OCEO	CEO	Completed	Major mining houses, accommodation providers and property developers have been engaged by Land Development Advisory Committee	BAU/Ongoing	Liveability & Sustainability	Liveability & Sustainability
		006.04	Critically review community facility lease policy	PECS	MCF	Completed	Completed review. Oversight by Community Facility and Tenure Steering Committee, draft new Policy to be finalised 2020/21	BAU	Community Facilities	Community Facilities
		006.05	Identify derelict building stock and develop strategy for re-purposing or demolition	E & I	MCP	In Progress	In progress as part of asset management plans	BAU	Community Properties	Community Properties

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007	Regulatory compliance management	007.01	Review all major regulatory roles and clearly establish the priorities for allocation of enforcement resources	PECS	DPECS	Completed	Completed as part of PECS Functional review	BAU	NA	NA
		007.02	Adopt enforcement regime matrix to clearly define the levels of enforcement (education through to legal action) and the appropriate triggers for escalation	PECS	MES	Completed	Community Education & Compliance Policy adopted. First of five strategies has been adopted and balance of strategies to be completed by 2022	BAU	Community Education & Compliance	Community Education & Compliance
		007.03	Critically review the current approach to land use and development compliance management particularly unauthorised development and condition enforcement	PECS	MPLD	Completed	A dedicated function has been created within the Community Education and Compliance Department to deliver this in line with the regulatory reset	BAU	Community Education & Compliance	Community Education & Compliance
		007.04	Systematically review all Local Laws to determine relevance and adequacy	OCEO	CEO	In Progress	IN progress	BAU	Community Education & Compliance	Community Education & Compliance
		007.05	Establish a Development Assessment Panel to collaboratively review development applications involving relevant asset custodians	PECS	MLD	Completed	Panel terms of reference have been approved and first meeting is imminent	BAU	ODPECS	ODPECS
008	Water and wastewater infrastructure	008.01	Adopt Total Water Cycle Plan and Strategic Asset Management Plan for each community	W&W	DW&W	Completed	Adopt Total Water Cycle Plan completed and adopted and Strategic Asset Management Plan for each community under development	Project/BAU	Water	Water
		008.02	Adopt Maintenance Management Plan for water and wastewater assets with express objective to shift focus from reactive to pro-active maintenance	W&W	DW&W	Completed	Completed	BAU	Water & Wastewater	Water & Wastewater
		008.03	Consolidate all water supply arrangements and address all supply security deficiencies	W&W	DW&W	Ongoing	Council resolved to seek the development of a Water Supply Strategy, other agreements with resource sector being finalised. Captured as an ongoing program in the Annual Performance Plan	BAU	Water & Wastewater	Water & Wastewater
		008.04	Critically review merit of and readiness for implementation of two-part tariff and full cost pricing	OCEO	CEO	Completed	Completed	BAU	Water & Wastewater	Water & Wastewater
		008.05	Critically review system monitoring and control risks and install network metering and SCADA infrastructure	W&W	DW&W	Completed	Completed. SCADA cyber security audit and SCADA tech support in place in October 2018.	BAU	Water & Wastewater	Water & Wastewater
		008.06	Critically review demand management arrangements including application of water restrictions	W&W	DW&W	Completed	Completed	BAU	Water & Wastewater	Water & Wastewater
		008.07	Adopt dam integrity and safety management program to mitigate risks	W&W	DW&W	Completed	Dam Safety Plan completed	BAU	Water & Wastewater	Water & Wastewater
		008.08	Adopt water supply network pressure and leak management program to reduce system losses	W&W	DW&W	Completed	Completed. System Leak Management Strategy. Program implement and ongoing	BAU	Water & Wastewater	Water & Wastewater
		008.09	Negotiate bulk water supply agreements	W&W	DW&W	Ongoing	Implemented new Preferred Supplier Agreement in Moranbah in December 2020. Anglo American agreement in Middlemount and Moranbah to be completed during 2021. Captured as an ongoing program in the Annual Performance Plan	BAU	Water & Wastewater	Water & Wastewater
		008.10	Create new Manager Water Planning and Technical Services position	W&W	DW&W	Completed	Completed	Project	Water & Wastewater	NA
		008.11	Establish effluent re-use Master Plan for each town	W&W	DW&W	Completed	Completed	BAU	Water & Wastewater	Water & Wastewater
009	Road infrastructure (main roads)	009.01	Continue to advocate to State and Commonwealth Governments for capital funding to address deficiencies	OCEO	CEO	Completed	Completed and ongoing	BAU	OCEO	OCEO
		009.02	Negotiate with State Government to include appropriate special conditions in the RMPC to ensure exposure to risk is acceptable	E & I	DEI	Completed	Completed and ongoing	BAU	Infrastructure	Infrastructure
		009.03	Advocate to State and Commonwealth Government for capital funding for main road and highway upgrades required to service major mining projects (eg Carmichael mine)	OCEO	CEO	Completed	Completed and ongoing	BAU	OCEO	OCEO

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

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

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		020.03	Identify TechOne functionality that can be activated to improve procurement diligence (eg contractor WHS compliance)	CGFS	CIO	Completed	Ongoing. SMART implemented and evolving	BAU	Contracts & Procurement	Contracts & Procurement
		020.04	Establish procedures and awareness for separation of procurement roles	CGFS	DCGFS	Completed	Completed	BAU	Contracts & Procurement	Contracts & Procurement
		020.05	Adopt strong and consistent management approach to eliminate non-compliant procurement practices (eg post-dated Purchase Orders, open Purchase Orders, Purchase Order splitting etc)	OCEO	CEO	Completed	Completed. Ongoing requirement to ensure awareness and training provided	BAU	Contracts & Procurement	Contracts & Procurement
		020.06	Critically review distribution, use and acquittal of purchase cards and credit cards	CGFS	MFS	Completed	Completed. Ongoing requirement to ensure awareness and training provided	BAU	Contracts & Procurement	Contracts & Procurement
		020.07	Establish and increase awareness of financial delegations	CGFS	MCGS	Completed	Completed. Ongoing requirement to ensure awareness	BAU	Governance & Corporate Services	Governance & Corporate Services
		020.08	Establish monitoring and reporting arrangements to prevent procurement non-compliance (eg expenditure exceeding statutory thresholds)	CGFS	MFS	Completed	Completed. Ongoing requirement to ensure awareness and training provided	BAU	Contracts & Procurement	Contracts & Procurement
		020.09	Develop strategic procurement framework	CGFS	MC&P	In Progress	IN progress. Corporate draft being finalised for consideration. Some Directorates have developed their own for specific needs	Project	Contracts & Procurement	Contracts & Procurement
O21	Records management	021.01	Conduct an audit of records management compliance	CGFS	CIO	Completed	Ongoing requirement for compliance purposes	Project/BAU	Information Systems	Information Systems
		021.02	Establish employee awareness campaign regarding compliance and good practice obligations	CGFS	CIO	Ongoing	Completed. Ongoing requirement to ensure awareness	BAU	Information Systems	Information Systems
		021.03	Establish reporting regime to monitor records management practices	CGFS	CIO	Ongoing	Ongoing program to ensure compliance	BAU	Information Systems	Information Systems
		021.04	Develop incentives for good records management	CGFS	CIO	Ongoing	Ongoing program to ensure compliance	BAU	Information Systems	Information Systems
O22	Internal communication	022.01	Ensure Intranet and noticeboards are well used by CEO and others to communicate with staff and that they are promoted as a fundamental source of accurate and timely information.	CGFS	MBMC	Completed	Completed	BAU	All	All
		022.02	Continue visitation by CEO, Directors and others to all workplaces	OCEO	CEO	Completed	Completed	BAU	ELT	ELT
		022.03	Continue to vary venue for management meetings around towns and include sessions for Managers to socialise with staff at those venues.	OCEO	CEO	Completed	Completed	BAU	MLT	MLT
		022.04	Conduct a program to raise awareness and encourage personal communication (telephone or in person) in lieu of electronic communication (emails).	CGFS	MBMC	Ongoing	Completed and ongoing awareness to implement these practices. Linked to culture initiatives	BAU	All	All
		022.05	Establish clear guidelines for use of internal media (eg global emails, noticeboards, intranet etc)	CGFS	MBMC	Completed	Completed	BAU	BMC	NA
		022.06	Critically review internal communication media and objectives to explore additional improvements	CGFS	MBMC	Completed	Completed	BAU	BMC	BMC
O23	Disaster management	023.01	Implement recommendations of IGEM audit	CGFS	DCGFS	Completed	Completed.	BAU	Organisational Safety	Organisational Safety
O24	Business continuity	024.01	Adopt a Business Continuity Plan	CGFS	DCGFS	In Progress	IN progress. To be delivered 2020-21	Project	Governance & Corporate Services	Governance & Corporate Services

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O25	Place Management	O25.01	Review existing Place Management model and when vacancies arise review position Descriptions	PECS	DPECS	Completed	Completed	BAU	PP	NA
O26	Essential Service Platforms	O26.01	Gather data and develop advocacy plan to lobby governments and service providers	OCEO	Senior Advisor	Ongoing	Ongoing. Refers to several other ODP Actions	BAU	OCEO	OCEO

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P01	Workplace health and safety – employee commitment and compliance	P01.01	Appoint Safety Awareness Officer position for 12 months to boost awareness	CGFS	MOS	Completed	Completed	Project/BAU	Organisational Safety	NA
		P01.02	Reinforce safety responsibility and accountability mechanisms	CGFS	DCGFS	Completed	Completed	Project/BAU	Organisational Safety	Organisational Safety
		P01.03	Critically review the process for incident reporting and corrective action close-out	CGFS	MOS	Completed	Completed	Project/BAU	Organisational Safety	Organisational Safety
P02	Workplace health and safety – committee system	P02.01	Establish location based WHS sub-committees with elected representatives from each workplace within the area	CGFS	MOS	Completed	Completed	Project/BAU	Organisational Safety	Organisational Safety
		P02.02	Establish an umbrella WHS committee comprising CEO, Directors and sub-committee representatives	OCEO	CEO	Completed	Completed	Project/BAU	Organisational Safety	Organisational Safety
		P02.03	Re-create lag and lead safety indicator reporting to committees (eg Safe Act Observations)	CGFS	MOS	Completed	Completed	Project/BAU	Organisational Safety	Organisational Safety
P03	Leadership	P03.01	Adopt Leadership Framework empowering all levels of leadership (not only senior management) within an accountability context and as it relates to Teamwork	OCEO	MPP	Completed	Completed. Leadership Framework Adopted and implemented	Project/BAU	People & Performance	People & Performance
		P03.02	Adopt "Model Traits of Leaders" guideline and promote model behaviour	OCEO	MPP	Completed	Completed. ELT reset Do's and Don'ts that were communicated to the organisation. Incorporated in Leadership Framework	Project/BAU	People & Performance	NA
		P03.03	Facilitate leadership inspiration by promoting case studies (internal and external)	OCEO	MPP	Completed	Completed. Leadership Framework Program adopted and rolled out. Supporting programs include Lunch and Learn and case studies and tips/hints on Councils IRIS page for all staff.	Project/BAU	People & Performance	People & Performance
		P03.04	Explore initiatives to develop managers' coaching and mentoring capacity	OCEO	MPP	Completed	Completed Policy adopted April 2019. Workforce planning including succession planning, transition to retirement, job sharing, secondments, Expression Of interest's, higher duties, mentoring program etc. resourcing capability, 5 year plan, productivity rosters, sustainability. Mentoring Program developed and rolled out	Project/BAU	People & Performance	NA
P04	Teamwork	P04.01	Adopt a Teamwork Code and prepare marketing collateral to promote teamwork	OCEO	MPP	IN progress	In Progress. Teamwork Code and inspiration will be reviewed in line with the results from the employee pulse survey and implement.	Project/BAU	People & Performance	People & Performance
		P04.02	Facilitate teamwork inspiration by promoting case studies (internal and external)	OCEO	MPP	Completed	Completed. Incorporated as part of Leadership Program portal on IRIS and MLT updates by Manager P&P	Project/BAU	People & Performance	People & Performance
		P04.03	Facilitate teamwork opportunities between directorates, workplaces and locations	OCEO	MPP	Completed	Completed and ongoing.	Project/BAU	ELT	ELT
P05	Recruitment and retention	P05.01	Establish Exit Interview reporting process to CEO	OCEO	MPP	Completed	Completed	Project/BAU	People & Performance	NA
		P05.02	Critically review departure cause trends and identify potential mitigation initiatives to address trends	OCEO	MPP	Completed	Completed	Project/BAU	People & Performance	NA
		P05.03	Introduce explicit consideration of retention potential and fitness for the role at recruitment	OCEO	MPP	Completed	Completed	Project/BAU	People & Performance	NA
		P05.04	Establish corporate knowledge capture processes	OCEO	MPP	Ongoing	Partially completed. Template/framework Developed, part of exit process if not captured via work instructions developed as part of this process (in conjunction with workforce planning to identify high turnover roles, business critical roles).	Project	People & Performance	People & Performance
		P05.05	Implement ongoing promotion of IRC as an employer of choice	CGFS	MBMC	Completed	Completed	Project/BAU	People & Performance	People & Performance
		P05.06	Develop a framework for establishing Standard Operating Procedures and Work Manuals in roles that are critical or are subject to high turnover to improve efficiency of on-boarding and induction	OCEO	MPP	Ongoing	refer P5.04	Project	People & Performance	People & Performance

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

Isaac Regional Council
Organisation Development Plan
Planning and Reporting Framework

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

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

Isaac Regional Council
 Organisation Development Plan
 Planning and Reporting Framework

Number	Title	Action #	Action	Directorate	Custodian	Status	BAU/Project	Department	Business Plan/AOP
W01	National Framework For Women	W01.01	Adopt the National Framework for Women in Local Government	OCEO	CEO	Completed	Project/ongoing	People & Performance	NA
		W01.02	Adopt a statement of commitment and promote	OCEO	CEO	Completed.	Project	People & Performance	NA
		W01.03	Include information and statistics on the implementation of the National Framework for Women in Local Government in the Isaac Regional Council's Annual Report. (Lead Governance and Corporate Services)	OCEO	CEO	Completed	Project	Governance & Corporate Services	NA
W02	Parental Leave	W02.01	Investigate the need/possibility/effect of changes to the current EBA that align paternity leave entitlements to maternity leave entitlements	OCEO	MPP	In progress, as part of current Certified Agreement negotiations - log of claims	Project	People & Performance	People & Performance
		W02.02	Develop a Paternal Leave Policy and suite of documents that: - Clearly define all Paternal Leave entitlements - Include a Return to Work Strategy that support flexibility, options for returning to work, job sharing, working externally; all conditional on meeting the operational needs of the organisation - Provide guidelines/strategies and timelines for backfilling of positions and effective handovers pre and post Paternal Leave - Include a process for keeping in contact with staff on Paternal (or extended) Leave	OCEO	MPP	Completed - Parental Leave Procedure effective August 2019 - CEO-PRO-072	Project	People & Performance	NA
W03	HR Policies	W03.01	Make changes to the Motor Vehicle Policy - 045 in relation to parental use of commuter vehicles	OCEO	MPP	Completed. Policy updated	Project	People & Performance	NA
		W03.02	Review and update the Children in the Workplace Policy CEO/ADMIN-015 and investigate possible contingencies for care of children at work due to unforeseen circumstances	OCEO	MPP	Completed	Project	People & Performance	NA
		W03.03	Provide private, safe and comfortable space for nursing mothers	OCEO	MPP	Completed	Project	People & Performance	NA
		W04.01	Develop and implement an Organisational Flexibility Strategy	OCEO	CEO	In progress. Flexibility Framework is being consulted across senior management and Council	Project	People & Performance	People & Performance

Isaac Regional Council
Organisation Development Plan
Planning and Reporting Framework

Number	Title	Action #	Action	Directorate	Custodian	Status	BAU/Project	Department	Business Plan/AOP
W04	Gender Balance HR Strategies & Recruitment Process	W04.02	<p>Review recruitment process to ensure they are not gender biased.</p> <ul style="list-style-type: none"> - Ensure position descriptions are gender neutral - Ensure recruitment advertising is designed to appeal equally to woman and men - Look at expanding job advertising to outside the Isaac region, harnessing social media platform to attract a diverse talent pool - De-identify resumes and job applications prior to initial assessment - Ensure the interview process is: <ul style="list-style-type: none"> > Geared toward identifying the most suitable candidate for the business > Is not supporting affinity bias ("like me") - Takes into consideration and values differing behavioural styles 	OCEO	CEO	<p>Completed.</p> <p>Review has been undertaken to review recruitment process to ensure position titles, job descriptions and interview process remains gender neutral. Advertising is undertaken to ensure appeal equally to women and men. HR representation on interview panels to support process.</p>	Project	People & Performance	People & Performance
		W04.03	<p>Implement a mentoring program for woman supported by a Human Resources strategy that ensures woman are given fair opportunity through succession planning, design and implement a Leadership Talent management Strategy that promotes:</p> <ul style="list-style-type: none"> - Knowledge Sharing - Learning through doing - Learning through others - Supports diversity through succession planning 	OCEO	CEO	<p>Completed. Mentoring program implemented for all staff.</p> <p>Ongoing program</p>	BAU	People & Performance	People & Performance
		W04.04	<p>Develop a culture that is a conducive to equal opportunity and gender balance and values diversity as a strength within the organisation. To effectively deliver a change in culture, consider toolbox education sessions, induction content, regular reviews of Code of Conduct and promoting its importance from the top down</p>	OCEO	CEO	<p>Completed.</p> <p>Ongoing Awareness to encourage embedment of principles</p>	BAU	CEO	People & Performance
W05	Women in Local Government Advisory Committee	W05.01	Form a new Women in Local Government Advisory Committee post the completion of P10.3.	OCEO	CEO	Completed	ongoing	People & Performance	People & Performance

MEETING DETAILS

**Corporate, Governance and Financial Service
Standing Committee**
Tuesday 9 March 2021

AUTHOR

Michael Krulic

AUTHOR POSITION

Manager Financial Services

5.4

2020/2021 2ND QUARTER BUDGET REVIEW

EXECUTIVE SUMMARY

A review of the current budget has been undertaken with each of the respective Departmental Managers and then reviewed by their respective Directors and Executive Leadership Team as at 31 December 2020, with consideration to the current January trends. The budget review recognises a \$2M decrease in operating revenue, a \$400K increase in operating expenses leading to the proposed \$2.4M decrease to the budgeted operating surplus. In relation to capital, there is a proposed \$200K decrease to capital revenue and a \$1.86M decrease to the capital expenditure program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. In accordance with section 170 (3) of the Local Government Regulation 2012, adopt the proposed revised budget for 2020/2021.*
- 2. Confirm the continuing adherence to the adopted frugal budget approach for the remainder of the financial year.*

BACKGROUND

The second quarter budget review has been undertaken to allow for correction of any significant budget variances or unexpected events since the budget was formulated. This budget review aims to predict the anticipated position at 30 June 2021. It is noted however that through the budget review process a number of areas have been highlighted with continuing uncertainty around revenue and expenditure which may lead to further material adjustments at the 3rd Quarter budget review.

A detailed review has been undertaken by Management, the respective Directors and the Executive Leadership Team.

An executive summary outlining the performance to 31 December 2020, proposed amendments to the budget and any emerging trends or risks are attached.

IMPLICATIONS

Overall the proposed revised budget results in a decrease to the operating surplus of \$2.4M. This will result in a revised operating surplus of \$497K. The various income and expenditure adjustments are outlined in the attachment to this report.

The review recommends a decrease of \$200K to Capital Revenue mainly to recognise reduced grant funding. This is to reflect / offset reductions in budgeted expenditure of grant funded projects, due to awarded contracts being lower than the estimated budget, along with a couple of minor adjustments.

If the proposed capital variations are approved by Council, then the overall capital program will decrease from \$60.12M to \$58.26M.

Whilst the budget revisions result in a significant reduction to the operating surplus, as further review is intended to occur at the 3rd Quarter Budget Review there is no current change to the existing adopted Long-Term Financial Forecast. The overall position of the Long-Term Financial Forecast will be reviewed as part of the 2021/2022 budget process.

CONSULTATION

- Executive Leadership Team
- Departmental Managers
- Financial Services

BASIS FOR RECOMMENDATION

The recommended is made in light of information provided in the Executive Summary attachment, in line with requirements of the *Local Government Regulation 2012*.

ACTION ACCOUNTABILITY

Financial Services to amend the adopted 2020/2021 annual budget.

KEY MESSAGES

Council has undertaken the 2nd quarter budget review.

Council is amending the operating budget to recognise variations to Council's funding sources and current operations under the required frugal budget approach.

Council is amending the capital budget to recognise variations to grant funded projects.

Council will need to carefully consider impacts for the 2021/2022 budgeting process.

Report Prepared By:

MICHAEL KRULIC
Manager Financial Services

Date: 3 March 2021

Report Authorised By:

DARREN FETTELL
Director Corporate, Governance and Financial Services

Date: 3 March 2021

ATTACHMENTS

- Attachment 1 – Executive Summary – 2020-2021 2nd Quarter Budget Review

REFERENCE DOCUMENT

- Q2 Operational Review Final – various documents
- Whole of Council Capital Review Q2 2021

EXECUTIVE SUMMARY
2nd Quarter BUDGET Review 2020-21

ISAAC REGIONAL COUNCIL				
Statement of Comprehensive Income				
For the Period Ended December 2020				
Whole of Council Consolidated				
	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Net Rates & Utility Charges	88,497,073	87,999,555	(497,518)	41,719,830
Fees & Charges	3,697,160	3,839,466	142,306	2,066,757
Rental Income	1,344,138	1,634,844	290,706	767,914
Interest Received	730,898	555,225	(175,673)	241,550
Sales of Contract & Recoverable Works	7,026,997	5,742,278	(1,284,719)	1,122,848
Operating Grants, Subsidies & Contributions	12,908,461	12,554,251	(354,210)	4,253,426
Other Recurrent Revenue	7,100,380	6,943,924	(156,456)	3,003,325
	121,305,108	119,269,544	(2,035,564)	53,175,651
Expenses				
Operating Expenses				
Employee Expenses	39,381,272	39,791,032	409,759	18,813,382
Materials & Services	52,097,970	50,647,911	(1,450,058)	23,038,620
Finance Costs	1,217,386	1,257,386	40,000	571,110
Depreciation and Amortisation	25,702,507	27,075,813	1,373,306	13,514,594
Corporate Overheads & Competitive Neutrality Costs	-	-	-	-
	118,399,135	118,772,141	373,007	55,937,706
	2,905,973	497,402	(2,408,571)	(2,762,055)
Operating Surplus				
Transfer from Reserves	(120,180)	(373,630)	(253,450)	-
Operating Position Before Capital Items	3,026,153	871,032	(2,155,121)	(2,762,055)
Capital Revenue				
Capital Revenue	16,986,648	16,786,633	(200,015)	6,393,231
Proceeds from Sale of Land & PPE	785,870	785,870	-	400,958
	17,772,518	17,572,503	(200,015)	6,794,189
Increase/(Decrease) in Operating Capability	20,798,671	18,443,536	(2,355,136)	4,032,134

Executive Summary

The 2nd quarter budget review for 2020/2021 was undertaken as at the end of the December by engaging with respective Department Managers and Directors. An initial desktop exercise was undertaken by Finance and results provided to Managers and Directors for their review and commentary. The overall result has also then been provided to ELT for high level analysis and confirmation.

Overall, the proposed revised budget results in a \$497K operating surplus which is a reduction of \$2.4M.

Key changes to the Operating result were as follows:-

- Net Rates & Utility Charges decreased by \$498K, recognising reduced projections for the second half rates run, decrease in water consumption and increased utilisation of discounts.
- Fees & Charges increased by \$142K, recognising increased activity for Clermont Saleyards and the Moranbah Pool, offset by decreased potable water sales. It should be noted that the increased revenue is offset by additional related expenditure in Employee Expenses and Materials and Services.
- Rental Income increased by \$291K, recognising increased occupancy in Council housing.
- Interest Received decreased by \$176K, recognising reduced earnings through lower rates of return and the 6-month moratorium on outstanding rates interest.
- Sales of Contract & Recoverable Works decreased \$1.29M predominately due to a decrease in budgeted works for TMR this financial year.
- Operating Grants, Subsidies & Contributions decreased by \$354K, recognising removal of unsuccessful funding, works deferred until 2021/2022 FY and addition of any successful applications.
- Other Recurrent Revenue decreased \$156K due to decreased activity for trade waste.
- Employee Expenses increased \$410K recognising a proposed EBA increase, additional staff positions and allocating budget to this line item for funded works (balanced by a decrease in Materials & Services), offset by reductions for long term vacancies.
- Materials & Services decreased \$1.4M predominately due to a decrease in expected TMR funded recoverable works expenditure, raw water purchases, grant funded works, computer expenses, offsetting an increase to agency temp staff, legal fees, repairs and maintenance and consultancy.
- Finance Costs increased by \$40K to reflect increased bank charges.
- Depreciation is proposed to be increased by \$1.4M following the review of depreciation through revaluations and capitalisation of assets through finalisation of external audit occurring after adoption of the annual budget.

The capital revenue budget is proposed to be decreased by \$200K to \$17.6M as a result of recognising lower anticipated expenditure for 100% grant funded capital works.

The capital expenditure program is proposed to be amended from \$60.12M to \$58.26M to recognise variations, along with deferral of capital expenditure to the 2021/2022 financial year.

There are further potential savings which may be realised across some projects, however as these projects are still ongoing no adjustments are proposed at this stage.

Risks / watching brief

The following key operational budget areas are highlighted for monitoring and will be assessed further at the 3rd Quarter budget review in April.

Whole of Council

- Risk around application of 9% vacancy rate, utilisation of leave entitlements and lower capitalisation of wages and internal plant.
- Management of materials and services expenditure to ensure remaining within budget.
- Continuing uncertainty around the economic environment through ongoing impacts of COVID-19 Pandemic and associated recession.
- Management of frugal budget adopted in response to economic climate.
- Management of employee expense/internal plant hire allocations, in particular costing to capital projects in line with budget estimate.
- Risk around further depreciation adjustments as a result of revaluations relating to preparation for the current year audit.

Corporate, Governance & Financial Services

- Risk around lower rates of return on investments
- Risk around no early release of 2021/2022 Federal Assistance Grant (noting funds constrained in Reserve to cover cash flow).
- Risk around budgeted amount for the Federal Assistance Grant (noting budget is above amount received last FY (approx. \$123K).
- Risk associated with rating challenges.
- Rating estimates to be monitored after the second rating run is finalised.
- Turnover in senior staff is noted in relation to operations and corporate knowledge.
- Risk around unforeseen legal matters.
- Risk around disaster management and business continuity (disaster season), particularly for Organisation Safety and Information Services.

Engineering & Infrastructure

- Opportunity around budgeted amount for Federal Assistance Grant (noting amount budgeted is less than amount received last FY \$35K).
- Risk around no early release of 2021/2022 Federal Assistance Grant (noting funds constrained in Reserve to cover cash flow).
- Finalisation of DRFA program within financial year and management of spend to operate within the submission value.
- Management of employee expense/internal plant hire allocations, in particular costing to capital projects in line with budget estimate.
- Management of materials and services expenditure to ensure remaining within budget.
- Risk around management of operational maintenance contracts.
- Risk around positions budgeted as 100% recoverable.
- Risk of items currently costed to capital being of an operational nature and transferred.

Planning, Environment and Community Service

- Risk around ongoing Theresa Creek Dam (TCD) septic disposal expenses whilst awaiting capital rectifications.
- Risk around completion of Grant funded projects within timeframe and potential requirement to refund Grants (historical and current).
- Potential risk around pools repairs and maintenance.
- Risk around development fees not achieving budget projections with discounts for COVID stimulus.
- Risk around unbudgeted legal challenges / arising issues.
- Risk around resumption of GCAC lease (Moranbah pool operations).
- Risk of items currently costed to capital being of an operational nature and transferred.

Water & Waste

- Risk around management of existing water agreement and progression of additional agreements.
- Management of materials and services expenditure to ensure remaining within budget.
- Risk around legacy clean-up expenditure at Dysart Waste Facility.
- Risk around Waste revenue meeting current budget.
- Risk of items currently costed to capital being of an operational nature and transferred.
- Risk around unexpected emergency events.
- Risk around continuity of service with vacant positions (use of agency temp staff).

Council Performance Year to Date

ISAAC REGIONAL COUNCIL								
Statement of Comprehensive Income								
For the Period Ended 31 December 2020								
	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Net Rates & Utility Charges	1	41,719,830	-	41,719,830	41,990,327	(270,497)	88,497,073	47.1%
Fees & Charges	2	2,066,757	-	2,066,757	1,882,080	184,677	3,697,160	55.9%
Rental Income		767,914	-	767,914	672,069	95,845	1,344,138	57.1%
Interest Received	3	241,550	-	241,550	365,449	(123,899)	730,898	33.0%
Sales of Contract & Recoverable Works		1,122,848	-	1,122,848	1,183,499	(60,651)	7,026,997	16.0%
Operating Grants, Subsidies & Contributions	4	4,253,426	-	4,253,426	4,049,141	204,286	12,908,461	33.0%
Other Recurrent Revenue	5	3,003,325	-	3,003,325	3,550,190	(546,864)	7,100,380	42.3%
		53,175,651	-	53,175,651	53,692,755	(517,104)	121,305,108	43.8%
Expenses								
Operating Expenses								
Employee Expenses	6	18,813,382	-	18,813,382	19,375,600	(562,218)	39,381,272	47.8%
Materials & Services	7	23,038,620	12,421,546	35,460,166	25,975,931	9,484,235	51,977,790	68.2%
Finance Costs		571,110	-	571,110	593,693	(22,583)	1,217,386	46.9%
Depreciation and Amortisation	8	13,514,594	-	13,514,594	12,851,254	663,341	25,702,507	52.6%
Corporate Overheads & Competitive Neutrality Costs		-	-	-	-	-	-	0.0%
		55,937,706	12,421,546	68,359,252	58,796,478	9,562,774	118,278,955	57.8%
Operating Position Before Capital Items		(2,762,055)	(12,421,546)	(15,183,601)	(5,103,723)	(10,079,879)	3,026,153	(501.7%)
Capital Revenue								
Capital Revenue		6,393,231	-	6,393,231	3,288,178	3,105,053	16,986,648	37.6%
Proceeds from Sale of Land & PPE		400,958	-	400,958	261,900	139,058	785,870	51.0%
	9	6,794,189	-	6,794,189	3,550,078	3,244,111	17,772,518	38.2%
Net Result Attributable to Council in Period		4,032,134	(12,421,546)	(8,389,412)	(1,553,645)	(6,835,767)	20,798,671	(40.3%)
Total Comprehensive Income		4,032,134	(12,421,546)	(8,389,412)	(1,553,645)	(6,835,767)	20,798,671	(40.3%)
Council's operating position at month end is a \$2.8M deficit								

Operating Revenue

Net Rates & Utility Charges

Net rates and utility charges are tracking below budget with an unfavourable variance of \$270K, increasing in January to \$276K. The unfavourable variance is due to the amalgamation of properties with subsequent credit applied and increased utilisation of discounts. It is proposed to decrease the budget by \$498K (decrease \$216K water consumption and \$204K general rates and an increase to the discount of \$78K). This will be monitored and re-assessed at the 3rd Quarter Budget review.

Fees & Charges

Fees and charges are tracking above budget with a favourable variance of \$185K. This positive variance is predominately due to increased utilisation of the Clermont Saleyards facility and revenue for the Moranbah pool, offset by decreased potable water sales. It should be noted that the increased revenue for the saleyards and pool is partially offset by increased expenditure associated with both these activities. The proposed budget adjustment at Quarter 2 of \$142K reflects the increased activity, however this is offset by a reduction for potable water sales and community centre revenue, which are below budget expectations. Fees and Charges revenue will be closely monitored and re-assessed at the 3rd Quarter Budget Review.

Rental Income

Rental income was favourable compared to budget at December YTD by \$96K, increasing to \$105K at January end. It is proposed to increase the budget by \$291K reflecting increased occupancy in Council employee housing. It is noted that a material amount of this revenue is internal charging with no net increase to the operating surplus. This line item will be monitored and assessed again at the 3rd Quarter Budget Review.

Interest Received

Interest received at December year to date was \$124K below budget, with the trend continuing in January to a \$157K unfavourable variance. This is a result of lower rates of return on investments and moratorium on interest on overdue rates until 31 December 2020. Due to these factors, the budget is being proposed to reduce by \$176K. Interest earnings will continue to be closely monitored and reassessed at the 3rd Quarter Budget Review.

Sales of Contract & Recoverable Works

Sales of contract & recoverable works are unfavourable to budget by \$61K. This is partly due to the moratorium on debt collection of outstanding rates and charges in response to the COVID 19 pandemic until 31 December 2020. The Quarter 2 review is proposing to decrease the current budget by \$1.29M which is predominately due to a decrease for the projected TMR works for this financial year of \$1.3M (which will be offset by a decrease in materials and services). Other adjustments include a decrease on debt collection for outstanding rates for the financial year, reclassification of income between line items and recognition of private works income.

Operating Grants, Subsidies & Contributions

Operating grants are \$204K favourable to budget which is predominately related to the timing of grant receipts, this favourable variance decreases in January to \$152K. The Quarter 2 budget review proposes a reduction of \$354K which reflects removal of RRTAP funding, and deferral of project works on the CHAS, Drought Assistance funding and State Libraries grant until next financial year and recognition / removal of various smaller grant funded works.

Other Recurrent Revenue

Other recurrent revenue is \$547K unfavourable to December YTD budget with the variance increasing to \$696K in January. This is due to lower than anticipated waste and trade waste income, both of which are impacted by the timing of monthly reporting close off dates. The Quarter 2 budget review proposes to decrease revenue by \$156K which reflects a decrease in trade waste income offset by a reclassification of income between line items. The waste income will be closely monitored and reassessed at the 3rd Quarter Budget Review.

Operating Expenses

Employee Expenses

Employee expenses are favourable to the revised budget by \$562K. This variance was due to a variety of factors including lower than anticipated long service leave accrual, lower utilisation of annual leave, vacancies, refund of payroll tax (Government relief) and prior year superannuation accrual. This favourable variance is expected to decrease over the remainder of the financial year with reduced leave taken over the final half of the financial year. The Quarter 2 budget review proposes to increase the budget by \$410K. This increase is reflected by:

- \$444K increase for the proposed CA negotiations,
- \$100K increase for two additional staff members within PECS for Pandemic Recovery (to be offset from Pandemic Reserve),
- \$38K increase for an additional staff member for the TMR funded works (offset by a decrease in materials and services for this works) ,
- \$50K increase in FBT (partially offset by a decrease in payroll tax),
- \$100K increase of employee expenses for the DRFA event (offset by a decrease in materials and services),
- \$21K increase for staffing at Clermont Saleyards (offset with additional income),
- \$200K increase for staff at the Moranbah pool,
- \$335K decrease for Water and Wastewater (offsetting an increase in materials and services),
- \$60K reduction of employee expenses for Parks & Recreation,
- \$135K reduction of employee expenses for Infrastructure West,
- \$13K reduction of employee expenses (reduction of allowances).

This line item will be continually monitored and reviewed during the remainder of the financial year.

Materials & Services

Materials and services actual expenses for the year to date are \$23M, with \$12.4M recorded as commitments. This resulted in an unfavourable variance compared to budget of \$9.5M. The unfavourable variance is due to the inclusion of commitments which relate to future reporting periods. The variance at January YTD (with commitments included) is \$7.7M unfavourable. It is noted that this trend may be impacted by the timing of invoicing and earlier monthly reporting close off dates. Managers have reviewed their budgets with a directive to predict end of year expenditure. Materials and services are proposed to be decreased by \$1.7M (M & S \$1.44M plus \$265K of items funded from reserves). Reductions for TMR funded works (offsetting a decrease in revenue above), computer expenses, grant funded works (deferred to 2021/2022 FY) and raw water purchase (offsetting a decrease in revenue). Increases for agency temp staff (generally offset by a decrease to salaries and wages), consultancy, phone charges, septic waste at Theresa Creek Dam, repairs and maintenance and legal fees. Materials and Services expenditure will continue to be monitored and reviewed in the Quarter 3 Budget Review.

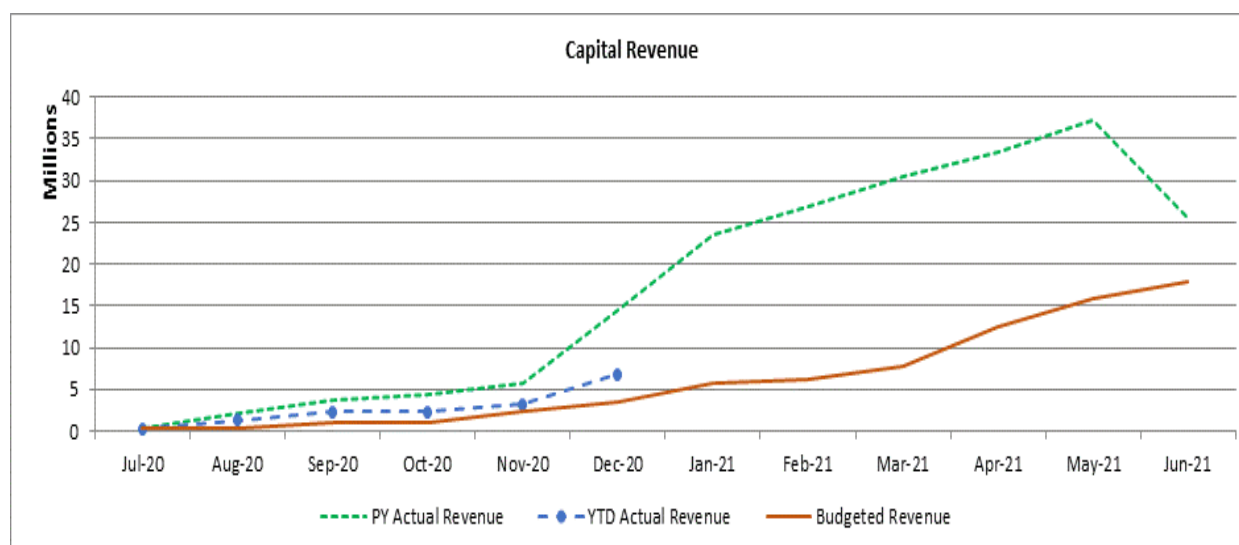
Finance Costs

Finance costs are currently tracking above budget with an unfavourable variance of \$23K. the Quarter 2 review proposes to increase finance cost by \$40K to reflect increased bank charges.

Depreciation & Amortisation

Depreciation is \$663K unfavourable compared to December YTD Budget, with January's depreciation increasing to an unfavourable \$798K variance compared to budget. It has been proposed to increase Depreciation by \$1.4M which has been based on the latest forecasting.

Capital Revenue



The full year capital revenue budget is currently \$17.8M, which comprises of Federal and State Grants, Contributions and Proceeds from Sale of Land and PPE. The December YTD actual revenue of \$6.8M is above YTD budget primarily due to the timing of grant receipts.

Since the adoption of the 1st Quarter Revised Budget, the following events below are to be recognised in relation to capital revenue:

- Grant revenue reduction to reflect a decrease in budgeted expenditure due to awarded contracts lower than identified budget (100% grant funded) – total \$200,000
 - CW212845 MBH Access Rd Quarrico Intersection (Black Spot Funding) \$100,000
 - CW212937 Shared Footpaths CLM & DYS (LRCI) \$100,000
- Grant revenue adjustment to STIP CW212925 Urban Footpath Construction Program to reflect the final contract value for the funding agreement, a decrease of \$2,500.
- Grant revenue increase of \$2,485 for finalisation of QDRF for CW192761 relocation of LDCC to MBH SES Shed.

From the above, Council's capital revenue budget for the 2nd Quarter Budget review is proposed to decrease by \$200K to \$17.6M.

Capital Expenditure

The below table provided a summary of the whole of Council, by Directorate, for capital expenditure as at December 2020.

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	57,414	359,671	417,085	708,057	8.1%	58.9%
E&I	11,902,794	6,070,115	17,972,909	34,856,062	34.1%	51.6%
PE&CS	999,302	588,200	1,587,502	4,465,704	22.4%	35.5%
W&WW	6,056,753	6,038,001	12,094,754	20,093,605	30.1%	60.2%
TOTAL	19,016,264	13,055,987	32,072,251	60,123,428	31.6%	53.3%

At month end January 2021, it is noted that actual expenditure had increased to \$21.6M.

The capital expenditure program for 2020/2021 FY is proposed to be amended from \$60.12M to \$58.26M. The 2nd Quarter Budget Review has identified the below proposed amendments:

Corporate, Governance & Financial Services

- Organisational Safety – CW212883 Nebo SES Shed will transfer to Corporate Properties

Engineering & Infrastructure

- Bowen Basin & Galilee Operations – CW212845 Moranbah Access Road Quarrico Intersection reduction of \$100,000 to reflect the lower cost of the grant funded project
- Bowen Basin & Galilee Operations – CW212937 Shared Footpaths CLM & DYS \$100,000 to reflect lower awarded contractor value
- Bowen Basin & Galilee Operations – CW212925 Urban Footpath Construction Program reduction of \$2,500 to reflect the match the funding value from the STIP grant
- Infrastructure, Planning & Technical Services – CW212913 CLM & MBH Cycle Network Program part deferral of \$240,000 to 2021/2022 financial year

Planning, Environment and Community Services

- Economy & Prosperity – part deferral of CW182509 CLM Theresa Creek Dam Septic Renewal to 2021/2022 financial year \$200,000
- Economy & Prosperity – reduction of \$2,821 for CW192726 CLM Saleyards and Showground Revitalisation to reflect the final grant funds received

Water & Waste

- Water & Wastewater – Deferral of \$660,000 of funds to the 2021/2022 FY, for the following projects:-
 - CW202846 NBO WTP Electrical Connectivity Improvement \$510,000
 - CW212941 DYS STP Optimisation of Plant \$150,000

- Water & Wastewater – Decrease of funding \$422,858 for the following:-
 - CW182575 DYS SPS Civeo refurbishment \$ 7,730
 - CW182581 CLM STP inlet screen installation \$ 3,276
 - CW182592 CORP STP emergency generator/telemetry \$ 23,605
 - CW202808 CLM-5ML Treated Water Reservoir \$ 50,000
 - CW202817 DYS-SN-Enforceable Undertaking \$ 88,247
 - CW212866 CORP - SPS Renewal Program \$250,000

- Waste – Decrease of funding \$131,177 for the following
 - CW192629 MBH RTS Recycle shop \$ 1,177
 - CW202810 CLM Landfill – Stormwater/Leachate Management \$130,000

In addition to the proposed amendments above, the detailed capital projects review undertaken by managers and ELT has led to proposed balancing adjustments inside of Departments/Directorates, with no bottom line impact.

Prepared by:

Susan Martin – Manager Budgets & Statutory Reporting
Michael Krulic – Manager Financial Services

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

Office of the CEO

	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Operating Grants, Subsidies & Contributions	195,000	195,000	-	164,021
	195,000	195,000	-	164,021
Expenses				
Operating Expenses				
Employee Expenses	2,952,116	2,961,297	9,181	1,487,229
Materials & Services	1,117,460	1,101,107	(16,353)	541,120
Corporate Overheads & Competitive Neutrality Costs	(4,625,389)	(4,625,389)	-	(2,312,695)
	(555,813)	(562,985)	(7,172)	(284,345)
Operating Surplus	750,813	757,985	7,172	448,367
Operating Position Before Capital Items	750,813	757,985	7,172	448,367
Increase/(Decrease) in Operating Capability	750,813	757,985	7,172	448,367

ISAAC REGIONAL COUNCIL				
Statement of Comprehensive Income				
For the Period Ended December 2020				
Corporate, Governance & Financial Service				
	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Net Rates & Utility Charges	58,557,620	58,276,520	(281,100)	29,012,971
Fees & Charges	90,000	62,600	(27,400)	90,864
Rental Income	-	4,050	4,050	4,050
Interest Received	683,098	514,225	(168,873)	241,550
Sales of Contract & Recoverable Works	125,000	115,000	(10,000)	53
Operating Grants, Subsidies & Contributions	3,566,014	3,571,554	5,540	870,980
Other Recurrent Revenue	64,000	104,000	40,000	24,063
	63,085,732	62,647,949	(437,783)	30,244,530
Expenses				
Operating Expenses				
Employee Expenses	7,949,897	8,080,660	130,763	3,233,664
Materials & Services	9,631,265	9,087,805	(543,460)	5,907,801
Finance Costs	591,500	631,500	40,000	279,575
Depreciation and Amortisation	893,738	990,608	96,870	494,110
Corporate Overheads & Competitive Neutrality Costs	(13,962,347)	(13,962,347)	-	(6,981,174)
	5,104,053	4,828,227	(275,827)	2,933,976
Operating Surplus	57,981,679	57,819,722	(161,956)	27,310,554
Operating Position Before Capital Items	57,981,679	57,819,722	(161,956)	27,310,554
Capital Revenue				
Capital Revenue	-	2,485	2,485	2,485
	-	2,485	2,485	2,485
Increase/(Decrease) in Operating Capability	57,981,679	57,822,207	(159,471)	27,313,039

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

Engineering & Infrastructure

	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Fees & Charges	214,500	209,600	(4,900)	111,034
Rental Income	1,178,245	1,421,545	243,300	634,936
Sales of Contract & Recoverable Works	6,901,997	5,627,278	(1,274,719)	1,122,795
Operating Grants, Subsidies & Contributions	7,959,103	7,985,103	26,000	2,805,531
Other Recurrent Revenue	-	3,544	3,544	3,548
	16,253,845	15,247,071	(1,006,775)	4,677,844
Expenses				
Operating Expenses				
Employee Expenses	12,268,209	12,371,126	102,917	6,116,069
Materials & Services	16,316,018	15,220,538	(1,095,481)	5,448,779
Depreciation and Amortisation	14,495,317	15,004,091	508,774	7,687,162
Corporate Overheads & Competitive Neutrality Costs	8,696,495	8,696,495	-	4,348,248
	51,776,039	51,292,250	(483,789)	23,600,258
Operating Surplus	(35,522,194)	(36,045,179)	(522,985)	(18,922,414)
Operating Position Before Capital Items	(35,522,194)	(36,045,179)	(522,985)	(18,922,414)
Capital Revenue				
Capital Revenue	14,073,457	13,870,957	(202,500)	5,577,406
Proceeds from Sale of Land & PPE	785,870	785,870	-	400,958
	14,859,327	14,656,827	(202,500)	5,978,364
Increase/(Decrease) in Operating Capability	(20,662,867)	(21,388,352)	(725,485)	(12,944,051)

ISAAC REGIONAL COUNCIL				
Statement of Comprehensive Income				
For the Period Ended December 2020				
Planning, Environment & Community Service				
	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Fees & Charges	1,944,260	2,223,866	279,606	1,278,205
Rental Income	140,000	160,000	20,000	89,015
Operating Grants, Subsidies & Contributions	892,524	754,524	(138,000)	365,645
Other Recurrent Revenue	6,000	6,000	-	5,534
	2,982,784	3,144,390	161,606	1,738,400
Expenses				
Operating Expenses				
Employee Expenses	9,710,308	10,136,942	426,634	5,015,588
Materials & Services	7,051,923	7,344,645	292,722	2,997,459
Finance Costs	625,886	625,886	-	291,535
Depreciation and Amortisation	1,642,528	1,654,182	11,654	758,708
Corporate Overheads & Competitive Neutrality Costs	3,821,560	3,821,560	-	1,910,780
	22,852,204	23,583,215	731,010	10,974,069
Operating Surplus	(19,869,420)	(20,438,825)	(569,405)	(9,235,669)
Transfer from Reserves	(120,180)	(264,180)	(144,000)	-
Operating Position Before Capital Items	(19,749,240)	(20,174,645)	(425,405)	(9,235,669)
Capital Revenue				
Capital Revenue	1,873,808	1,873,808	-	713,254
	1,873,808	1,873,808	-	713,254
Increase/(Decrease) in Operating Capability	(17,875,432)	(18,300,837)	(425,405)	(8,522,416)

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

Water & Waste

	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Net Rates & Utility Charges	29,939,453	29,723,035	(216,418)	12,706,860
Fees & Charges	1,448,400	1,343,400	(105,000)	586,654
Rental Income	25,893	49,249	23,356	39,913
Interest Received	47,800	41,000	(6,800)	-
Operating Grants, Subsidies & Contributions	295,820	48,070	(247,750)	47,250
Other Recurrent Revenue	7,030,380	6,830,380	(200,000)	2,970,180
	38,787,746	38,035,134	(752,612)	16,350,856
Expenses				
Operating Expenses				
Employee Expenses	6,500,742	6,241,006	(259,736)	2,960,833
Materials & Services	17,981,304	17,893,816	(87,488)	8,143,461
Depreciation and Amortisation	8,670,924	9,426,932	756,008	4,574,615
Corporate Overheads & Competitive Neutrality Costs	6,069,681	6,069,681	-	3,034,841
	39,222,651	39,631,435	408,784	18,713,749
Operating Surplus	(434,904)	(1,596,300)	(1,161,396)	(2,362,893)
Transfer from Reserves	-	(109,450)	(109,450)	-
Operating Position Before Capital Items	(434,904)	(1,486,850)	(1,051,946)	(2,362,893)
Capital Revenue				
Capital Revenue	1,039,383	1,039,383	-	100,087
	1,039,383	1,039,383	-	100,087
Increase/(Decrease) in Operating Capability	604,479	(447,467)	(1,051,946)	(2,262,806)

MEETING DETAILS	Corporate, Governance and Financial Services Standing Committee Tuesday 9 March 2021
AUTHOR	Alexis Coutts
AUTHOR POSITION	Manager Governance and Corporate Services

5.5 LOCAL GOVERNMENT WORKCARE MID TERM HEALTH AND SAFETY MANAGEMENT SYSTEM AUDIT REPORT

EXECUTIVE SUMMARY

Council has received the results of the recent audit conducted as part of the Self Insurance for Local Government Workcare (LGW).

The two primary objectives of the audit were:

1. To ascertain compliance with the required performance benchmark; and
2. To provide LGW and Isaac Regional Council's OHS and Executive Management Team's with a meaningful report to improve WHS performance.

The score achieved for Element 3 was 86.85% which is above the 70% required pass mark, indicating that Isaac Regional Council has suitably implemented and maintained its safety management system in compliance with the National Health and Safety Audit Tool. In addition to the 86.85% pass for element 3, there were no non-conformances raised subsequent to this audit.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Receive and note the Mid Term Health and Safety Management Systems Audit report.*

BACKGROUND

The audit was conducted between the 1st and 7th February 2021. The audit was conducted as part of the Self Insurance for Local Government Workcare (LGW), which selected 6 Councils to have audits. The results of the Council audits will then be assessed as an aggregate score requiring a 70% benchmark to be met. This audit is very focused on our Safety Management Systems, but also included some site inspections. Excerpts from the report are provided below for information.

The audit involved extensive consultation with the staff who worked in the audited facilities and included an inspection of the above-mentioned facilities/sites. The score for Element 3 was 86.85% which is above the 70% required pass mark, indicating that Isaac Regional Council has suitably implemented and maintained its safety management system in compliance with the NAT Self-Insurance Audit Tool. In addition to the 86.85% pass for element 3, there were no non-conformances raised subsequent to this audit.

The Auditor would like to acknowledge the cooperation and assistance provided by all staff - particularly Alexis Coutts, Melissa Clifford-Death and Warren Clough, additional members of the Organisational Safety Team, and the departmental and facility managers for generously giving their time and coordinating the audit schedule across IRC's sites.

Collectively, IRC has attained a performance rating of:

- Elements 1,2,4 & 5: A total of 31 'conformances' and nil 'non-conformance'.
- Element 3: A performance benchmark score of 86.85% (pass mark is 70%),
- Two criteria were unable to be assessed (3.10.23 and 3.10.24).

The performance score of 86.85% indicates that IRC has met the requirements of WHSQ's guidelines for Self-Insurers by scoring more than 70% in Element 3. Although IRC has achieved a pass, it achieved a high pass – being among the top performing councils.

The Auditor is pleased to note that all staff questioned and encountered as part of the audit process were cooperative, friendly and professional in their approach. All staff exhibited a keen desire to conform to requirements and to improve health and safety performance in their roles. The Auditor was very impressed by the level of commitment and personal engagement of the Chief Executive Officer Gary Stevenson and other Executive Team members in health and safety matters, including regular oversight of the safety programme and participation in consultative forums and leadership activities. The passing score for this audit can be directly attributed to the good work of the SLT and the commitment of the CEO and Executive Management Team to continual improvement.

Key strengths of the IRC safety programme are:

- Document control processes
- Customised safety management system
- Training and development processes
- Hazard hunts
- Consultation and communication
- Emergency preparedness
- Quality of SWMS's and Work Instructions
- High performing Organisational Safety Team
- Excellence in OHS performance reporting
- Excellence in OHS planning

IMPLICATIONS

The audit result confirms Council's commitment to Safety and continuous ongoing improvement.

Failure by Councils to meet minimum benchmark score of 70% could result in the Local Government Workcare (LGW) self-insurance scheme being in jeopardy.

CONSULTATION

- Chief Executive Officer

- Director Corporate Governance and Financial Services
- Audit and Compliance Officer
- Safety Business Advisors

BASIS FOR RECOMMENDATION

The receipt and findings from the Mid Term Health and Safety Management System Audit Report for Isaac Regional Council provide assessment and implementation of opportunities for improvement from the audit.

ACTION ACCOUNTABILITY

- Organisational Safety team will collate the findings of the audit into the WHS improvement plan. These will be presented at next Council meeting.
- The Organisational Safety team will communicate the opportunities for improvement to the individual directorates.

KEY MESSAGES

Whilst the receipt of good audit scores is pleasing and reinforces Council's commitment to safety, it does not guarantee ongoing safety without continued commitment and improvement.

The audit result will give recommendations for continuing safety and wellbeing initiatives which will require resourcing.

Report prepared by: ALEXIS COUTTS Manager Organisational Safety Date: 1 March 2021	Report authorised by: DARREN FETTEL Director Corporate, Governance and Financial Services Date: 3 March 2021
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ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- LGW Mutual Risk Obligations Program

MEETING DETAILS

**Corporate, Governance and Financial Services
Standing Committee**
Tuesday 9 March 2021

AUTHOR

Gary Stevenson PSM

AUTHOR POSITION

Chief Executive Officer

5.6

POLICY UPDATE – EXCEPTIONAL CIRCUMSTANCES

EXECUTIVE SUMMARY

This report seeks Council's consideration to review and consider the updated Exceptional Circumstances Policy.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Repeal the 'Exceptional Circumstances' Policy (130)**
- 2. Adopt the updated 'Exceptional Circumstances' Policy (CORP-POL-118)**

BACKGROUND

The Exceptional Circumstances Policy was adopted by Council in early 2017. While its use has been very limited (rare) it is considered to be of value.

Minor changes to update the policy are proposed.

IMPLICATIONS

Minimal financial impact has been experienced due to limited application.

CONSULTATION

Executive Leadership Team

Manager Governance and Corporate Services

BASIS FOR RECOMMENDATION

Policy update is good practice periodically.

ACTION ACCOUNTABILITY

CEO will administer the policy.

KEY MESSAGES

Council has consideration for extenuating circumstance and financial hardship where appropriate.

Report prepared by: GARY STEVENSON PSM Chief Executive Officer Date: 26 February 2021	Report authorised by: GARY STEVENSON PSM Chief Executive Officer Date: 26 February 2021
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ATTACHMENTS

- Attachment 1 – ‘Exceptional Circumstances’ Policy (130)
- Attachment 2 – ‘Exceptional Circumstances’ Policy Final Draft (CORP-POL-118)

REFERENCE DOCUMENT

Nil

POLICY TITLE: Exceptional Circumstances Policy
POLICY NUMBER: 130 **DOC. ID** 3544766
CATEGORY: Community

Responsible Department: Office of the Chief Executive Officer
Council Approval Date: 30 January 2018 **Resolution Number:** 5242

OBJECTIVE

The objective of this Policy is to provide a framework to facilitate appropriate reduction and/or waivers of Council fees, charges or infringements where exceptions or hardship criteria are met/warranted as determined on a case by case basis.

SCOPE

This policy is applicable to charges contained in the Fees and Charges Schedule adopted by Council.

DEFINITIONS

Term/Acronym	Meaning
Hardship	<p>Situation where the bearer of the Council's Fee or charge is experiencing, or have experienced, events that inhibit them to meet their responsibilities due to financial and/or circumstantial reasons.</p> <p>Factors contributing to serious hardship generally include: family tragedy; financial misfortune; serious illness; impacts of natural disaster; and other serious or difficult circumstances.</p> <p>Determination of any case of "hardship" should be subject to the "reasonable person" test, i.e., would this be considered a case of hardship by a reasonable person.</p>
Exceptional Circumstances	<p>Unforeseen and/or rare circumstances which are beyond the control of the bearer of Council's fee or charge in question.</p>

POLICY STATEMENT

Council is committed to:

1. Considering requests to reduce or waive fees or charges in accordance with established criteria and following established guidelines to ensure appropriate decision making, documentation and record keeping;
2. Providing reductions in certain circumstances, in accordance with approved guidelines;
3. Ensuring that there are clear written guidelines, procedures and record keeping for the application of reductions or waivers; and
4. In circumstances outside of established guidelines, providing an avenue for review through the Chief Executive Officer (CEO) to facilitate the waiver of fees or charges, in exceptional circumstances for a stated class of ratepayers i.e. those experiencing hardship or otherwise experiences extenuating circumstances beyond their control. (Noting that the exceptional circumstances guideline is not an appeal mechanism, but reserved for situations of genuine exceptional circumstances, for which the applicant may be required to produce particular information or documents to be eligible for consideration. This is clearly defined in the *Local Government Regulation 2012* (s122), and delegated to the CEO.)

Legislations and related guidelines

- *Local Government Act 2009*
- *Local Government Regulation 2012*

References

- *Nil*

Type	Document ID/Name
Policy	Revenue
Procedure	
Forms	
Templates	

EXCEPTIONAL CIRCUMSTANCES

APPROVALS

POLICY NUMBER	CORP-POL-118	DOC.ID	4589068
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CATEGORY	Community
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POLICY OWNER	Office of the CEO
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APPROVAL DATE	Insert	RESOLUTION NUMBER	Insert
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DRAFT

OBJECTIVE

The objective of this Policy is to provide a framework to facilitate appropriate reduction and/or waivers of Council fees, charges or infringements where exceptions or hardship criteria are met/warranted as determined on a case by case basis.

SCOPE

This policy is applicable to charges contained in the Fees and Charges Schedule adopted by Council.

DEFINITIONS

TERM / ACRONYM

MEANING

Exceptional Circumstances

Unforeseen and/or rare circumstances which are beyond the control of the bearer of Council's fee or charge in question.

Hardship

Situation where the bearer of the Council's Fee or charge is experiencing, or have experienced, events that inhibit them to meet their responsibilities due to financial and/or circumstantial reasons.

Factors contributing to serious hardship generally include: family tragedy; financial misfortune; serious illness; impacts of natural disaster; and other serious or difficult circumstances.

Determination of any case of "hardship" should be subject to the "reasonable person" test, i.e., would this be considered a case of hardship by a reasonable person.

POLICY STATEMENT

Council is committed to:

1. Considering requests to reduce or waive fees or charges in accordance with established criteria and following established guidelines to ensure appropriate decision making, documentation and record keeping;
2. Providing reductions in certain circumstances, in accordance with approved guidelines;
3. Ensuring that there are clear written guidelines, procedures and record keeping for the application of reductions or waivers; and
4. In circumstances outside of established guidelines, providing an avenue for review through the Chief Executive Officer (CEO) to facilitate the waiver of fees or charges, in exceptional circumstances for a stated class of ratepayers i.e. those experiencing hardship or otherwise experiences extenuating

circumstances beyond their control. (Noting that the exceptional circumstances guideline is not an appeal mechanism, but reserved for situations of genuine exceptional circumstances, for which the applicant may be required to produce particular information or documents to be eligible for consideration. This is clearly defined in the *Local Government Regulation 2012* (s122), and delegated to the CEO.)

LEGISLATIONS AND RELATED GUIDELINES

- *Local Government Act 2009*
- *Local Government Regulation 2012*

DRAFT

MEETING DETAILS	Corporate, Governance and Financial Services Standing Committee Tuesday 9 March 2021
AUTHOR	Gary Stevenson PSM
AUTHOR POSITION	Chief Executive Officer

5.7 POLICY UPDATE – FREQUENT FLYER AND OTHER LOYALTY REWARD SCHEMES

EXECUTIVE SUMMARY

This report seeks Council’s consideration to review and consider the updated Frequent Flyer and other Loyalty Reward Schemes Policy.

OFFICER’S RECOMMENDATION

That the Committee recommends that Council:

- 1. Repeal the ‘Frequent Flyer and other Loyalty Reward Schemes’ Policy (CAP-007)**
- 2. Adopt the updated ‘Frequent Flyer and other Loyalty Reward Schemes’ Policy (CORP-POL-119)**

BACKGROUND

The Policy was approved as an administrative policy in early 2017 by the Chief Executive Officer to harness the potential benefit of loyalty reward schemes yet establishing the accountability requirements.

Initially it only applied to employees, but the adoption of the Councillor Support (Expenses Reimbursement Policy) in March 2019 created a cross reference and made it applicable to Councillors.

The changes to the policy are minor and are intended to clarify applicability.

IMPLICATIONS

The application of the policy will be of benefit to frequent travellers and Council alike.

CONSULTATION

Executive Leadership team

Manager Governance and Corporate Services

BASIS FOR RECOMMENDATION

Clarification of applicability will ensure greater compliance and awareness.

ACTION ACCOUNTABILITY

CEO will administer the policy for Councillors and employees and the Mayor will administer the policy when it applies to the CEO.

KEY MESSAGES

Accountability and financial benefits will accrue for Council.

Report prepared by:	Report authorised by:
GARY STEVENSON PSM Chief Executive Officer	GARY STEVENSON PSM Chief Executive Officer
Date: 26 February 2021	Date: 26 February 2021

ATTACHMENTS

- Attachment 1 – ‘Frequent Flyer and other Loyalty Reward Schemes’ Policy (CAP-007)
- Attachment 2 – ‘Frequent Flyer and other Loyalty Reward Schemes’ Policy (CORP-POL-119)

REFERENCE DOCUMENT

Nil

POLICY TITLE: Frequent Flyer and other Loyalty Reward Schemes
POLICY NUMBER: CAP-007 **DOC. ID** 3536316
CATEGORY: Administrative

Responsible Department: Office of the Chief Executive
CEO Approval Date: 16 December 2016 **Minute Item Number:** 4.6

OBJECTIVE

To provide clarity relating to the claiming, accruing and redemption of frequent flyer points and other loyalty reward program benefits.

SCOPE

The policy applies to all employees.

DEFINITIONS

Term/Acronym	Meaning
Frequent Flyer Program	Personal reward program administered by any airline
Loyalty Reward Program	Personal reward program administered by any company
Hotel Reward Program	Personal reward program administered by any accommodation company
Council transaction	Transaction which is paid for by Council either directly or by reimbursement

POLICY STATEMENT

This policy establishes limited conditions under which it is acceptable for employees to claim, accrue and redeem points for Frequent Flyer and Hotel Reward programs in Council transactions, and clarifies that it is not acceptable for employees to accrue or redeem points for other Loyalty Reward programs.

It is acknowledged that employees with Loyalty Reward program membership will have personally paid for, or otherwise satisfied the terms of the membership and that this entitles them to membership benefits including rewards and booking preferences, some of which can be advantageous to Council.

However when a Council transaction establishes opportunity for an employee to benefit from membership of the Loyalty Reward program, the employee is not entitled to exploit the opportunity unless explicitly allowed for in this policy.

For Frequent Flyer programs and Hotel Reward programs it is recognised that companies fund the rewards from fare and tariff proceeds, and that if not exploited, the potential commercial benefit for Council to gain a return from the transaction is foregone, ie Council subsidises all others who do claim the reward.

For this reason, under the following conditions only, it is acceptable for employees to claim, accrue and redeem points for Frequent Flyer and Hotel Reward programs;

1. An employee who intends to do so must submit details of their membership to the CEO and such information will be held on register.
2. On each occasion that an employee intends to claim points for a Council transaction the employee must declare that intent.
3. For employees who frequently claim points, where practicable, a reasonable proportion of points claimed as a result of Council transactions shall be redeemed for future Council transactions to return benefit for Council.
4. For employees whose points accrual on Council transactions is infrequent or low, it is acknowledged that redemption for future Council transactions will not be practicable.

It is not acceptable under any circumstances for employees to claim, accrue or redeem points for any other Loyalty Reward program including supermarket, fuel or other retail companies.

It is not the intention of this policy to condone procurement decisions that are unduly influenced by Loyalty Reward programs ie each booking shall satisfy *Local Government Regulation 2012* and Council Procurement Policy principles.

In order to monitor compliance with this policy the employee shall furnish the CEO with relevant records of Frequent Flyer and Hotel Reward program membership on request.

Where the employee is the CEO, the Mayor will administer the requirements of this policy.

Legislations and related guidelines

- *Local Government Act 2009*
- *Local Government Regulation 2012*

References and Related Documents

Type	Document ID/Name
Policy	Procurement Travel and Accommodation
Procedure	
Forms	
Templates	

FREQUENT FLYER AND OTHER LOYALTY REWARD SCHEMES

APPROVALS

POLICY NUMBER	CORP-POL-119	DOC.ID	4589071
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CATEGORY	Operational
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POLICY OWNER	Office of the CEO
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APPROVAL DATE	Insert	RESOLUTION NUMBER	Insert
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OBJECTIVE

To provide clarity relating to the claiming, accruing and redeeming frequent flyer points and other loyalty reward program benefits.

SCOPE

The policy applies to employees and where deemed by the Councillor Support (Expenses Reimbursement) Policy (STAT-POL-057) also applies to the Mayor and Councillors.

DEFINITIONS

TERM / ACRONYM	MEANING
CEO	Chief Executive Officer.
Council	Isaac Regional Council.
Council Transaction	Transaction which is paid for by Council either directly or by reimbursement.
Employee	Full-time, Part-time and casual staff, who are on Council's payroll (i.e. complete a Council timesheet) and labour hire, temporary/fixed term personnel and contracted project management personnel.
Frequent Flyer Program	Personal reward program administered by any airline.
Hotel Reward Program	Personal reward program administered by any accommodation company.
Loyalty Reward Program	Personal reward program administered by any company.

POLICY STATEMENT

This policy establishes limited conditions under which it is acceptable for employees to claim, accrue and redeem points for Frequent Flyer and Hotel Reward programs in Council transactions, and clarifies that it is not acceptable for employees to accrue or redeem points for other Loyalty Reward programs.

It is acknowledged that employees with Loyalty Reward program membership will have personally paid for, or otherwise satisfied the terms of the membership and that this entitles them to membership benefits including rewards and booking preferences, some of which can be advantageous to Council.

However, when a Council transaction establishes opportunity for an employee to benefit from membership of the Loyalty Reward program, the employee is not entitled to exploit the opportunity unless explicitly allowed for in this policy.

For Frequent Flyer programs and Hotel Reward programs it is recognised that companies fund the rewards from fare and tariff proceeds, and that if not exploited, the potential commercial benefit for Council to gain a return from the transaction is foregone, i.e. Council subsidises all others who do claim the reward.

For this reason, under the following conditions only, it is acceptable for employees to claim, accrue and redeem points for Frequent Flyer and Hotel Reward programs:

1. An employee who intends to do so must submit details of their membership to the CEO and such information will be held on register.
2. On each occasion that an employee intends to claim points for a Council transaction the employee must declare that intent.
3. For employees who frequently claim points, where practicable, a reasonable proportion of points claimed as a result of Council transactions shall be redeemed for future Council transactions to return benefit for Council.
4. For employees whose points accrual on Council transactions is infrequent or low, it is acknowledged that redemption for future Council transactions will not be practicable.

It is not acceptable under any circumstances for employees to claim, accrue or redeem points for any other Loyalty Reward program including supermarket, fuel or other retail companies.

It is not the intention of this policy to condone procurement decisions that are unduly influenced by Loyalty Reward programs i.e. each booking shall satisfy *Local Government Regulation 2012* and the Council Procurement Policy principles.

In order to monitor compliance with this policy the employee shall supply the CEO with a statutory declaration and supporting records of Frequent Flyer and Hotel Reward program membership on request.

Where the employee is the CEO, the Mayor will administer the requirements of this policy.

LEGISLATIONS AND RELATED GUIDELINES

- *Local Government Act 2009*
- *Local Government Regulation 2012*

REFERENCES

ID	NAME
STAT-POL-051	Procurement Policy
CGFS-062	Travel and Accommodation Policy
STAT-POL-057	Councillor Support (Expenses Reimbursement) Policy
CORP-POL-079	Code of Conduct

MEETING DETAILS

Corporate, Governance and Financial Services

Standing Committee

Tuesday 9 March 2021

AUTHOR

Darren Fettell

AUTHOR POSITION

Director Corporate, Governance and Financial Services

6.1

**CORPORATE, GOVERNANCE AND FINANCIAL SERVICES
INFORMATION BULLETIN – MARCH 2021**

EXECUTIVE SUMMARY

The Corporate, Governance and Financial Services Information Bulletin for March 2021 is provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee:

- 1. Note the Corporate, Governance and Financial Services Information Bulletin for March 2021.***

BACKGROUND

The attached Information Bulletin for March 2021 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: 3 March 2021	Report authorised by: GARY STEVENSON PSM Chief Executive Officer Date: 4 March 2021
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ATTACHMENTS

- Attachment 1 – Corporate, Governance and Financial Services Information Bulletin – March 2021

REFERENCE DOCUMENT

- Nil

DATE: March 2021

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

DIRECTORATE HIGHLIGHTS

Recruitment is underway for the Manager Strategic Asset Management and Brand, Media and Communications.

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

- Progression of Council's Business continuity planning
- Progress Corporate Plan project in line with Council direction, specifically aim to adopt the draft interim Corporate Plan for community consultation
- Progress Enterprise Risk Management Strategic and Operational Risk Registers
- Annual Budget and PAG process for 2021/2022
- Business Plans for 2021/2022
- Continuing Disaster Management preparedness
- Continuing renewal of Procurement policies and procedures and associated reporting

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

- Continuing turnover of key staff with loss of corporate knowledge
- Continuing pressure on Procurement and BMC teams
- Ongoing management of frugal budget and potential impacts of 2nd Quarter Budget Review
- Increasing demands on service delivery from internal and external activities

BRAND, MEDIA & COMMUNICATIONS DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

FEBRUARY 2021 ACHIEVEMENTS:

- Inspiring Women in Isaac Awards communications planning and support
- Production and delivery of four Clermont Rags
- Production and delivery of one Isaac News
- GW3 Networking Business Networking communications delivery
- Business Recovery Survey communications delivery
- Eight Community Newsletter Advertisements
- Save the Date communications delivery of 2021 St Lawrence Wetlands Weekend
- 2021 Mayor's Charity Ball communication planning

INFORMATION BULLETIN

- First 5 Forever Busy Bags communications planning and delivery
- Water Notices communications delivery completed
- Ongoing GCAC key messaging
- RADF communication delivery

Other key achievements for February:

- 7 general media releases issued
- 27 public notices distributed
- 15 media inquiries

Facebook

- 8,621 likes up from 8,587
- 9,166 followers up from 8,709

Instagram

- 960 followers up from 949 followers

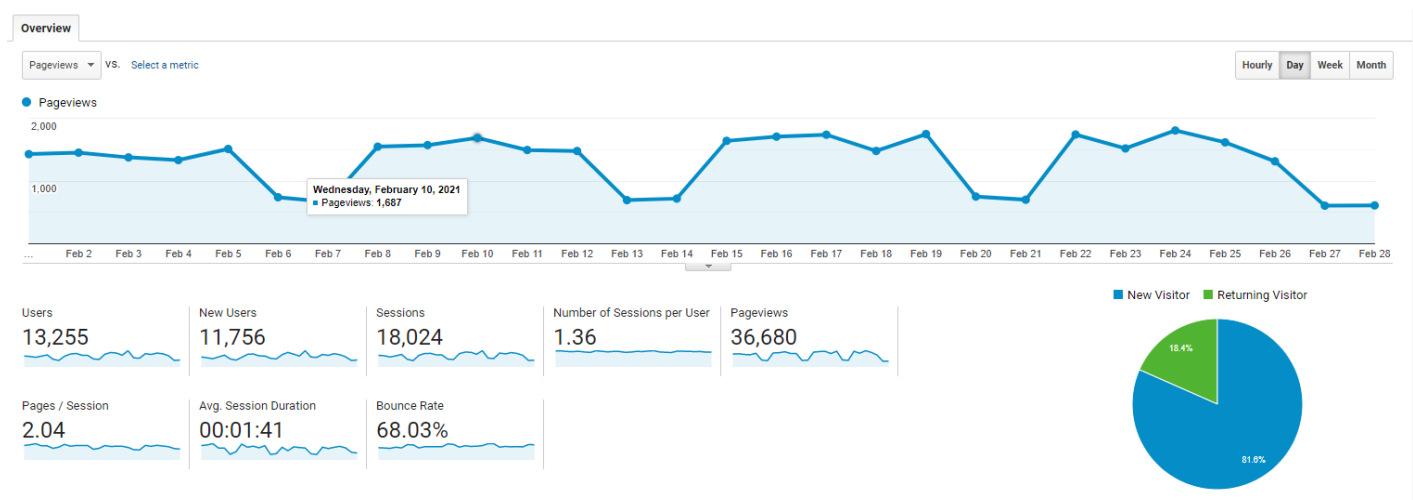
Twitter

- 557 followers down from 558 (also noting activity on this page has gone up this month due to increased use of the platform by IRC)

LinkedIn

- 4,115 followers up from 4,041 (also noting increased activity on this page by 37%)

Page views to www.isaac.qld.gov.au



FINANCIAL REPORT:

Not applicable

DEVIATION FROM BUDGET AND POLICY:

Not Applicable

OPERATIONAL PLAN / BUSINESS PLAN – EXCEPTION REPORTING

Not Applicable

MARCH PROGRAM:

- 2021 Isaac Region Planning Scheme communications planning and rollout on 1 April
- Tickets set to go on sale end of March for 2021 St Lawrence Wetlands Weekend
- Corporate Plan communication plan with Governance
- Isaac Shopper Survey communication delivery
- Communication delivery and support for Nebo Showgrounds Masterplan Infoshare
- Chip N Check initiative for Isaac Coast communications delivery
- Water and Waste factsheet materials
- Domestic Dog desexing vouchers
- Illegal dumping communication delivery phase 2
- Back on Track exhibition for Clermont Historical Centre
- Reflections of Resilience updated communications
- IRIS web migration strategy (ongoing)
- Shop Isaac Social Media Plan - 12 months
- Ongoing development of Corporate Consultation calendar with Engaged Communities
- New look IRIS website template with content migration

DEVELOPING INITIATIVES / ISSUES:

- Isaac publications and Clermont Rag review.
- A significant increase in media enquiries relating to Mayoral Minute in late February.
- A desire to do an open EOI for reaching out to discover photographers to utilise in upcoming regional events.
- A strong desire for a complete site map restructure for IRIS and external website.
- Recruitment ongoing for Manager position and an officer level position.

CONTRACTS AND PROCUREMENT DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

01/02/2021 - 26/02/2021	CGFS	E & I	W & W	PECS
Awarded RFQ's	0	0	0	0
Active RFQ's	10	4	1	4
In progress RFQ's	5	3	4	0
Awarded Tenders	4	14	4	1
Active Tenders	0	12	6	2
In progress RFT's	2	17	10	6
Active - out to market or under evaluation In Progress - specification under development				

- LGW Audit – excellent result.
- Revised Procurement and Disposals Policies before ELT.
- Revised RFQ documentation
- Revised Delegations of Authority

Purchase Requisitions Released		
Month of: (01/02/2021 – 26/02/2021)	February 2021	
Value of Purchase Requisitions processed	\$5,063,293.29	
No. Purchase Requisitions Released	765	
Requisitions Suspended	30	
Exceptions Raised	5	\$48,014.04
Variations Raised	9	\$669,586.77

Note;

The Exceptions include; St Lawrence telecoms servicing \$28,367.54 (Council Resolution required)

The Variations include; Additional DRFA Roadworks \$557,777.23, CLM 5ML Water Reservoir redesign of discharge \$53,976.16

PREVIOUS MONTH'S ISSUES:

- St Lawrence telecoms servicing request for exception (see above)
- Unsuccessful contractor query for supply of quarry materials

FINANCIAL REPORT:

- Stock Adjustments from half year stocktake resulted in \$15.5k loss at the Dysart depot. \$11.5k attributed to Roads crews not recording items are to be journalled. Further review continuing with process improvement captured as progress.
- Consolidation of cost centres for FY21/22 to be Hub based instead of Town based.

OPERATIONAL PLAN:

- Procurement Compliance Review Group – Amendment report, Non-Compliance report, Spend Analysis report under development.

ORGANISATIONAL DEVELOPMENT PLAN:

- Successful completion of Diploma of Procurement & Contracting – Local Government, (Contracts and Procurement team).
- Internal training of new Contracts and Procurement Officer.
- Fundamentals for Non-Lawyers masterclass online training 23/03/2021
- Assist IRC staff in navigating procurement compliance requirements (ongoing)
- Internal training of Nebo Storeperson.

NEXT MONTH'S PROGRAM:

- External Web page redevelopment – ongoing with assistance from BMC
- RFT's for TCD Floating offtake, Clermont Saleyards
- RFQs for Cycle and Footpath works at Clermont and Moranbah, Clermont Pool refurbishment
- Local Preference Comms plan incorporating Procurement internal audit results
- Local Preference reporting
- Revise the Procurement and Disposals Policy
- Procurement Procedure revision (flow charts of steps taken)
- Recommendation Memo template
- Nebo site wide clean up

DEVELOPING INITIATIVES / ISSUES:

- Internal Audit findings and resulting actions.
- Secure storage extension Clermont

FINANCIAL SERVICES

PREVIOUS MONTH'S ACHIEVEMENTS:

- Review of policies and update accordingly- ongoing
- Finalisation of Quarter 2 budget review and report preparation
- Fees and Charges update due to report tabled and adopted within January Council meeting
- Preparation and attendance at Audit and Risk
- Initial commencement of rates modelling
- Advice received that IRC will be receiving new land valuations effective 30 June 2021

PREVIOUS MONTH'S ISSUES:

Nil

FINANCIAL REPORT:

Budget adopted 29 July 2020. Annual Financial Statement adopted by Council on 18 November 2020.

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	Pursue financial sustainability through effective use of Council's resources and assets and prudent management of risk	Depreciation methodology and estimates reviewed through valuation and audit applied.
G5	Long Term Financial Forecast	Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community in order to continuously improve.	Monthly Financial statements required under regulation. Quarterly budget reviews undertaken.

NEXT MONTH'S PROGRAM:

- All of Finance team meeting to be held on the 4th of March
- Initial review of Fees and Charges schedule for 21/22 closed late February
- FBT completion and lodgment
- Resignation of Finance Officer within the Accounts Payable team
- Budget preparation works – first Council workshop scheduled for end of March
- Tropical workshop to be held 10 March – direction for Financial Statement preparation
- External Auditors on site commencing 22nd March 2021 for 1 week.

DEVELOPING INITIATIVES / ISSUES:

Not Applicable

GOVERNANCE AND CORPORATE SERVICES DEPARTMENT

PREVIOUS MONTH'S ACHIEVEMENTS:

- Facilitated two Internal Audits with internal audit provider as per the Annual Internal Audit Plan
- Progressed interim Corporate Plan discussions and planning
- Facilitated the Audit & Risk Committee meeting held 23 February 2021
- Finalised 2nd Quarterly performance report on 2020/21 Annual Operational Plan
- In consultation with ELT, prepared the Final Close Out report on the Organisational Development Plan
- Continued to progress Enterprise Risk Management Strategic and Operational Risk Registers
- Review of Corporate Policy Register, with significant updates to Policies being progressed

PREVIOUS MONTH'S ISSUES:

- Ongoing management of legal matters, many reactive matters progressed and resolved
- Ongoing management of Right to Information applications and internal reviews, 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 Corporate Plan project in line with Council direction, specifically aim to adopt the draft interim Corporate Plan for community consultation
- Commence development of the 2021/2022 Annual Operational Plan
- Facilitate the evaluation of the Internal Audit tender and recruitment activities for an Internal Auditor
- Participate on the evaluation Panel for Community Chest Grants, reporting to the Special Community Grants Standing Committee
- Progress the finalisation of the Fraud and Corruption Control Framework and supporting documents and training plan
- Progress the development/enhancement of the Business Continuity Plan with stakeholders
- Continue to facilitate the review of the 2021/22 Departmental Business Plans
- Continue facilitation and monitoring of the Strategic and Operational Risk Registers
- Progress Audit & Risk Committee actions and Internal Audit Plan
- Facilitate rollout/implementation of the new Human Rights Act 2019
- Review and drafting of several Corporate Policies
- Continue to liaise with internal and external stakeholders to finalise various agreements and legal matters

Organisation Development Plan or Capital Projects

Organisational Development Plan

ODP Project Name	Status Update
G2.1 Establish integrated planning framework document	Planning In progress
G5.2 Establish strategic and operational risk register	Completed, pending establishment of system for reporting/monitoring
G5.3 Establish risk management procedures and reporting regime	In place, however evolving
G5.4 Adopt hierarchy of operational risk registers and incorporate into business plans	Annual process as part of business plan development
G6.1 Establish organisational performance management framework	In progress

G6.2 Implement high level organisational performance reporting	Performance reporting occurring with quarterly updates of AOP, improvements to be identified for across organisation
G21 Critical Instruments	Project to capture base information ongoing with the great project to progress in 2021
G22.1 conduct annual statutory compliance audit	Internal Audit completed 2018/19. Ongoing review.

DEVELOPING INITIATIVES / ISSUES:

Reviewing online options to facilitate governance and compliance initiatives – delegations, policies, risk registers.

INFORMATION SOLUTIONS DEPARTMENT

PREVIOUS MONTH ACHIEVEMENTS:

- Video conferencing and wi-fi equipment installed in St Lawrence boardroom
- Bluewater system (for analysis of monthly Telstra bill) implemented. A review of the services we rent from Telstra is now underway to identify savings
- Internal audit of records department took place
- Quarterly IT Steering Group meeting held on Feb 11

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
Portable public address system to be trialled for use in large meeting rooms			
Begin the SD-WAN rollout			
Begin Records audit of IT systems			
Development of ICT BCP			

DEVELOPING INITIATIVES / ISSUES:

- Mobile computing
- Collaboration tools
- Business continuity planning

STRATEGIC ASSET DEPARTMENT

PREVIOUS MONTH ACHIEVEMENTS:

- PAG Panel Members include the Director and Rebecca Panoho and Michael Krulic plus:
 - Water – Linda Roberts, Lisa Tonkin
 - E&I – Gordon Robertson, Sean Robinson
 - PECS – Mark Davies, Nishu Ellawala
 - CGFS – Alexis Coutts
- Briefing reports to be provided to each Directorate advising PAG submissions
- Continuation of task asset assigning
- Ongoing work in Aligning the Financial Asset Register and the Operational Asset Register
- Completion of Gateway 2 at 28 February 2021
- Preparation of Agenda and reports for Asset management Steering Committee meeting

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
I5	Asset Management Strategy	Develop an Asset Management Plan and Framework	Strategic Asset Management Plan adopted by Council on the 16 th of December 2020
I5	Project Accountability	Develop a Project Accountability Gateways Framework	PAG 2020-21 process is underway with Assessment reviews commencing mid January 2021

NEXT MONTH'S PROGRAM:

- Review PAG assessment criteria for commencement of Gateway 3
- Continuation of task asset assigning
- Ongoing work in Aligning the Financial Asset Register and the Operational Asset Manager

-
- Strategic Asset Manager interviews conducted on the 26th of February with preferred candidate identified

Organisation Development Plan or Capital Projects

DEVELOPING INITIATIVES / ISSUES:

Staff leave for personal and medical reasons.

ORGANISATIONAL SAFETY DEPARTMENT

PREVIOUS MONTH ACHIEVEMENTS:

WHS Team

- Work on training records continues, the training procedure is under review. Almost all induction records, drivers' licenses etc have been transitioned into SMART.
- An excellent result received from the external audit, a report will be submitted to Council.
- Increasing presence at the Directorate management meetings and operational leadership meetings.
- 4 team members attending the LGW first ever safety conference in Brisbane over 3 days, which was a fantastic network and learning opportunity for the team. Isaac shared it's learnings from COVID 19 with the attendees.
- Revision of the Excavation and trenching procedure, post a near miss incident.
- Commenced review of our safety language, this will be presented to ELT when prepared, but the intent is to further shift the safety culture through the change in language.
- Trainee Safety Officer commenced.

Disaster Management Team

- Commenced 2021 review of the Local Disaster Management Plan and associated subplans
- District has commenced conversations about the potential locations for and the protocols around the COVID 19 vaccination.
- Isaac participated in a QFES review of the ammonium nitrate – emulsion truck on the Gregory Development road, a multiagency debrief lead by the Explosives regular is still pending. We are collating in our internal and external learnings.

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)	2018	Dec 2020	CHRC have provided no update here, despite numerous attempts to contact them.
NEBO SES shed	July 2020	Mar 2021	Project transferred to Facilities team, the construction of the shed will now be at the medical centre for the outcome of housing QAS to be relocated.

DEVELOPING INITIATIVES / ISSUES:

Issues:

- Monitoring of health-related matters, noise, dust, hearing testing and mask fit testing to be conducted in coming months.
- Capability assessment to be undertaken Drug & Alcohol testing.

Report authorised by:

DARREN FETTELL

Director Corporate Governance and Financial Services

Date: 4 March 2021

ATTACHMENTS

- Nil

CGFS 2020/2021 Capital Works Progress

Project Number:	Project Name:	Stage:	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Status:	Comments:
CW192624	Video Conferencing Rooms (Carried forward)														●	No carry forward, project has been capitalised. Project delayed due to the effects of COVID-19 on our supply chain. Works in St Lawrence are now complete.
		Scope														
		Procurement														
		Completion														

LEGEND	
●	Progressing
●	Delayed
●	Stop
●	Completed

MEETING DETAILS

Corporate, Governance and Financial Services

Standing Committee

Tuesday 9 March 2021

AUTHOR

Rebecca Molineaux

AUTHOR POSITION

Manager People and Performance

6.2

PEOPLE AND PERFORMANCE INFORMATION BULLETIN – MARCH 2021

EXECUTIVE SUMMARY

The People and Performance Information Bulletin for March 2021 is provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Note the People and Performance Information Bulletin for March 2021.*

BACKGROUND

The attached Information Bulletin for February 2021 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:

REBECCA MOLINEAUX
Manager People and Performance

Date: 3 March 2021

Report authorised by:

GARY STEVENSON PSM
Chief Executive Officer

Date: 4 March 2021

ATTACHMENTS

- Attachment 1 – People and Performance Information Bulletin – March 2021

REFERENCE DOCUMENT

- Nil

DATE: March 2021

PEOPLE AND PERFORMANCE

DIRECTORATE HIGHLIGHTS

The People and Performance team continue to support decentralisation with the relocation of our People and Performance Business Partner Engineering and Infrastructure, Demi Portegys relocating to Nebo. The P&P Team now have a presence in Dysart, Clermont, Middlemount, Nebo and Moranbah with routine scheduled visits to our coastal towns and Glenden.

A total of 13 nominations were received for the Women in Local Government Advisory Committee, which resulted in the appointment of eight (8) new members into the committee. The new members included two (2) outdoor works and a variety of different experience and backgrounds being appointed. The first WILGAC for 2021 will be held in April.

ACHIEVEMENTS WITHIN FEBRUARY:

IRC had its first outdoor worker flexible work arrangement request approved and implemented. The role is for a Parks and Recreation position and supports the employee with meeting their family responsibilities. As at the 28 February 2021, IRC has approved 18 Flexible Work Arrangements in support of its employees achieving optimal work/life balance.

Nominations were opened for Woman in Isaac Regional Council to participate in the upcoming LGMA Women in Local Government Conference being held on 23 March 2021. Three nominations were received, with two being successful in a placement.

ISSUES WITHIN FEBRUARY:

Nil

FINANCIAL REPORT:

People and Performance is tracking on budget for the month of February 2021.

DEVIATION FROM BUDGET AND POLICY:

Nil

MARCH'S PROGRAM:

The People and Performance team have commenced the next phase of the Training Matrix process by identifying the desirable requirements for roles within council and to solidify any further "internal" mandatory requirements.

Implementation of the 2021 Mentoring Program, with proposed Mentor and Mentees being assigned ready for ELT endorsement. A total of 8 mentors and 16 mentees applied.

A recalibration day is scheduled for the People and Performance team to review and reflect on the 3 year strategy which is now at the half way point of being delivered.

DEVELOPING INITIATIVES / ISSUES:

People and Performance

Certified Agreement Negotiations are progressing with the Single Bargaining Unit.

People and Performance are working with Corporate Properties to identify future housing requirements and aligning a strategy which supports the suitability of IRCs workforce. This is following exit interview feedback indicating that rentals are becoming more expensive and impacting are ability to source candidates for some skill sets.

A comprehensive analysis of IRC Onboarding is being undertaken to ensure IRC is efficient in our processes, sharing knowledge and engaging and energising our new employees within Council.

ESTABLISHMENT REPORT:

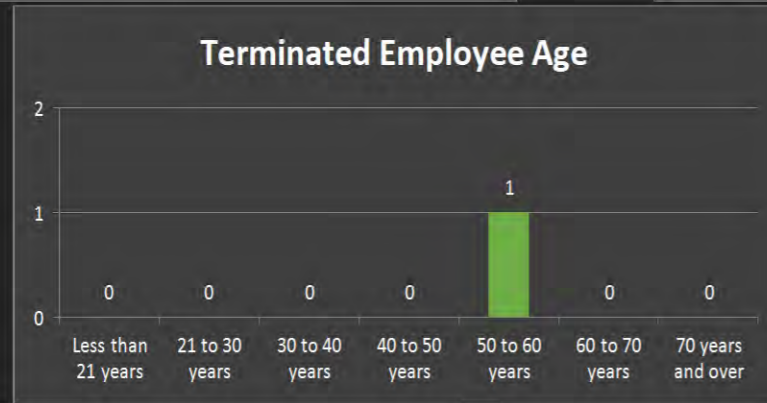
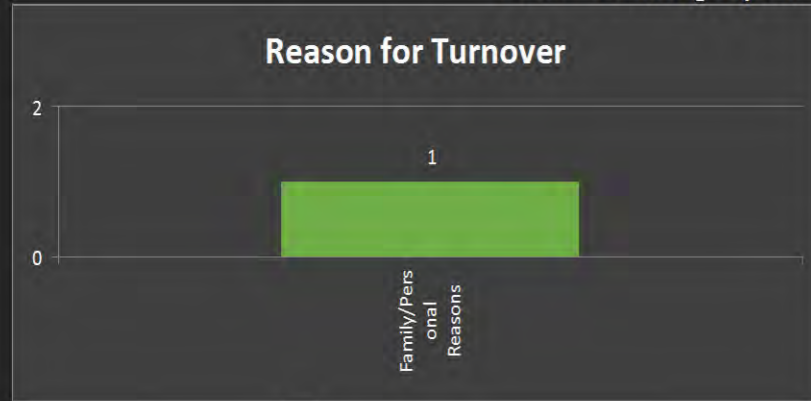
APPROVED POSITIONS	APPROVED FTE		
	FILLED	VACANT	TOTAL
Approved FTE	400.00	63.00	463.00

ACTUAL POSITIONS		
FILLED	VACANT	TOTAL
437.00	77.00	514.00

DEPARTMENT	APPROVED FTE		
	FILLED	VACANT	TOTAL
Chief Executive Officer	5.00	1.00	6
Manager People & Performance	11.00	1.00	12
Director Corporate, Governance & Financial Service	2.00	0.00	2
Manager Financial Services	21.00	0.00	21
Manager Brand Media & Communications	4.00	2.00	6
Chief Information Officer	16.40	2.00	18.4
Manager Governance & Corporate Services	4.00	0.00	4
Manager Contracts & Procurement	8.00	0.00	8
Manager Organisational Safety	11.00	0.00	11
Manager Enterprise Asset	3.00	1.00	4
Director Engineering & Infrastructure	2.00	0.00	2
Bowen Basin and Galilee Operations	7.00	0.00	7
Manager Parks and Recreation	52.50	10.70	63.2
Manager Infrastructure East	21.00	3.00	24
Manager Infrastructure West	38.00	8.00	46
Corporate Properties & Fleet	24.80	3.40	28.2
Manager Plant, Fleet & Workshops	13.00	0.00	13
Manager Infrast and Technical Services	3.00	2.00	5
Director Planning, Environment & Community Service	5.00	0.00	5
Economy & Prosperity	10.00	0.00	10
Liveability & Sustainability	12.00	2.00	14
Community Education & Compliance	12.00	7.00	19
Engaged Communities	14.70	0.00	14.7
Community Hubs	27.10	2.40	29.5
Community Facilities	13.40	2.50	15.9
Director Water & Waste	2.00	0.00	2
Water & Wastewater	41.00	13.00	54
Manager Waste Management	16.10	2.00	18.1
	400.00	63.00	463

ACTUAL POSITIONS		
FILLED	VACANT	TOTAL
5	1	6
11	2	13
2	0	2
22	0	22
5	2	7
18	2	20
4	0	4
9	0	9
12	0	12
3	1	4
2	0	2
7	1	8
54	11	65
21	3	24
38	8	46
28	4	32
13	0	13
3	2	5
5	0	5
10	0	10
13	2	15
12	7	19
15	0	15
32	3	35
30	13	43
2	0	2
43	13	56
18	2	20
437.00	77.00	514

CEO - Demographics - 12 Months to 28 February 2021



HEADCOUNT

15

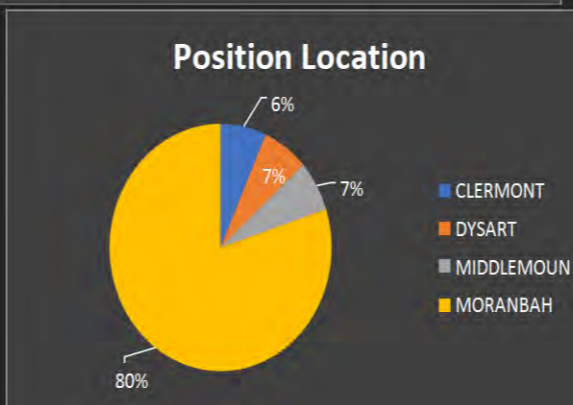
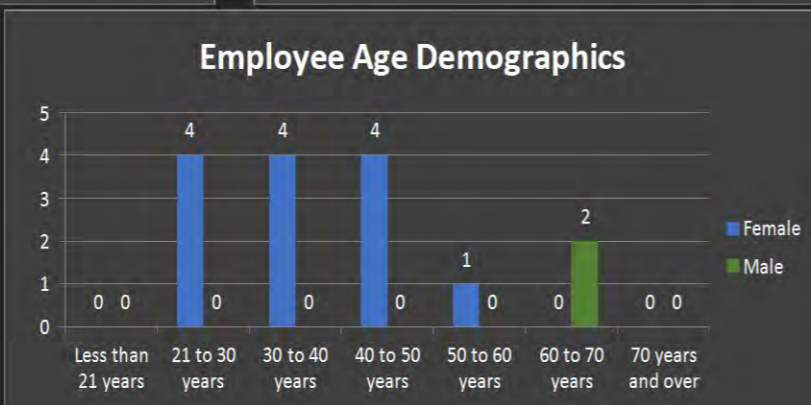
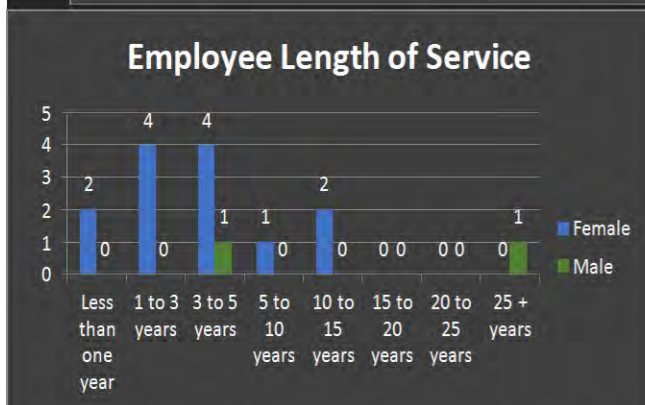
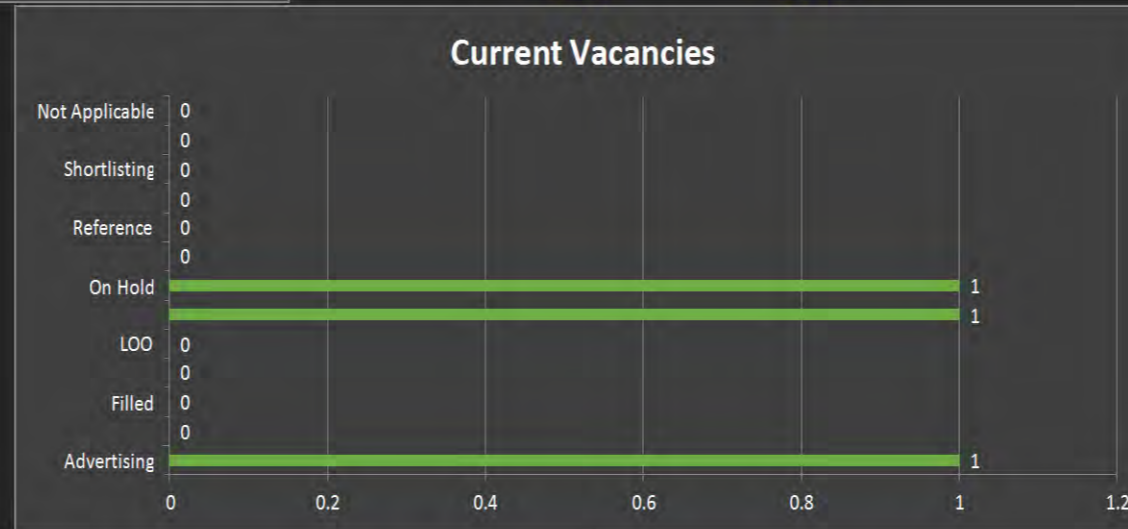
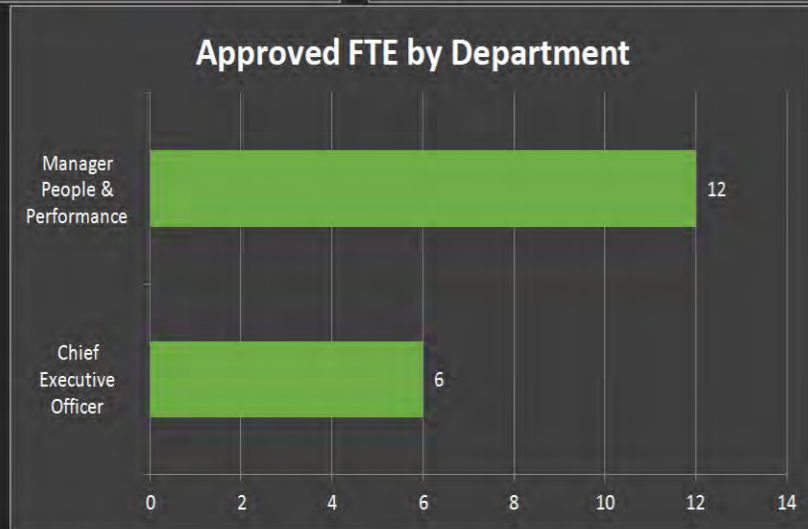
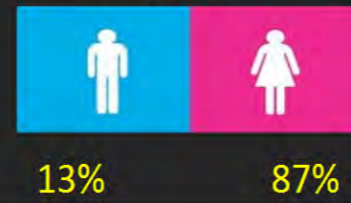
HIRING

2

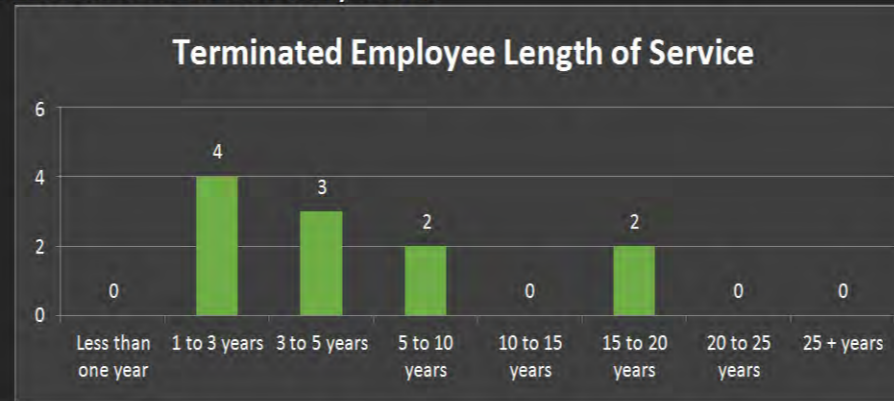
TURNOVER

1

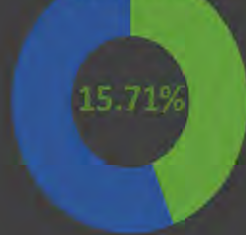
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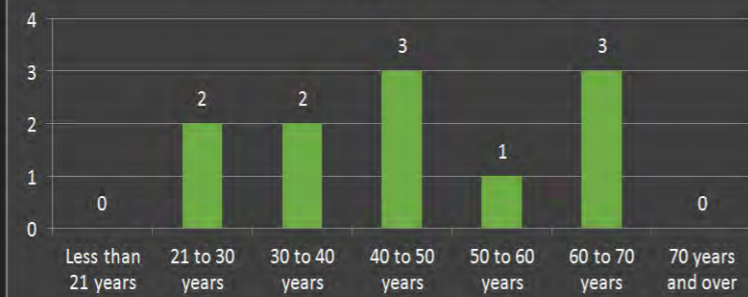
CG&FS - Demographics - 12 Months to 28 February 2021



Turnover - 12 Months



Terminated Employee Age



HEADCOUNT

70

HIRING

14

TURNOVER

11

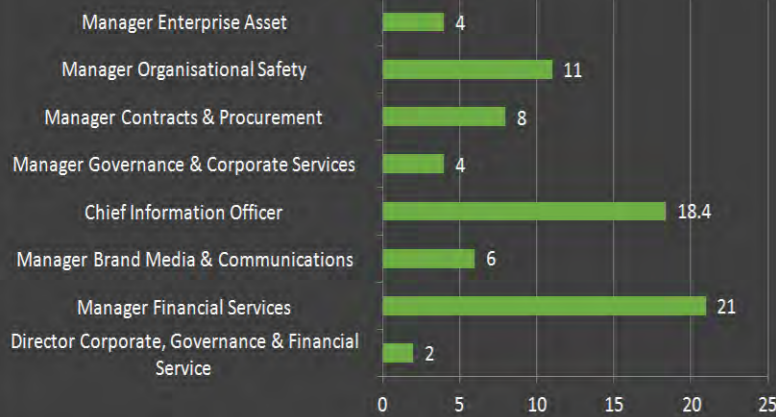
GENDER



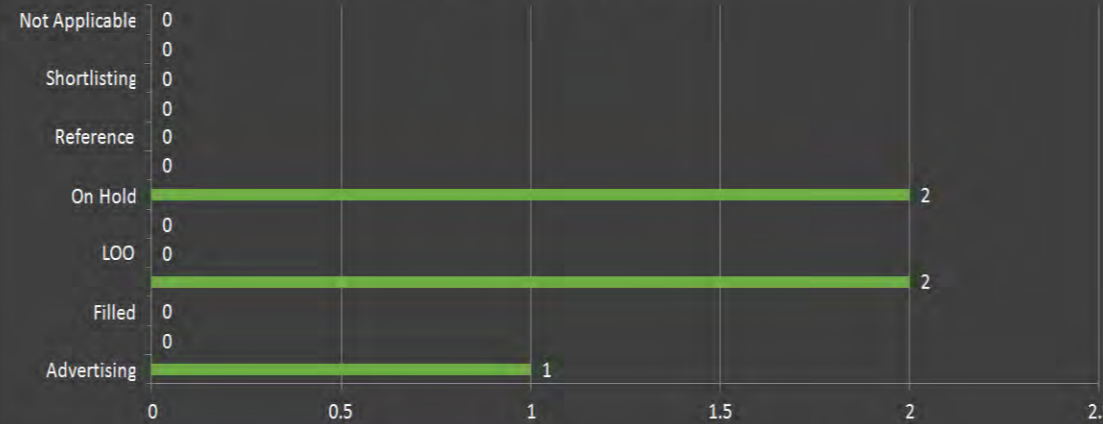
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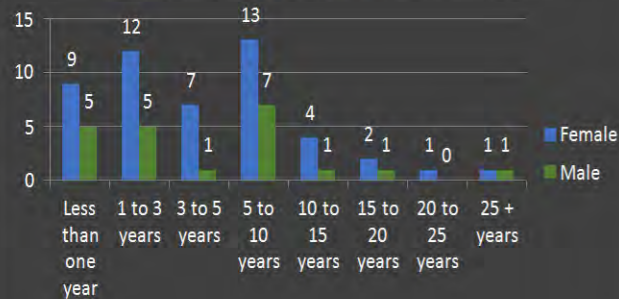
Approved FTE by Department



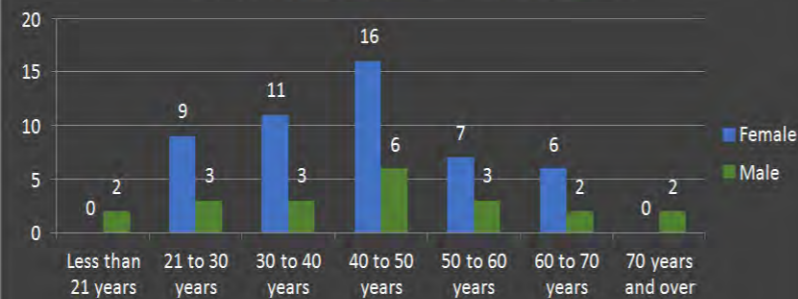
Current Vacancies



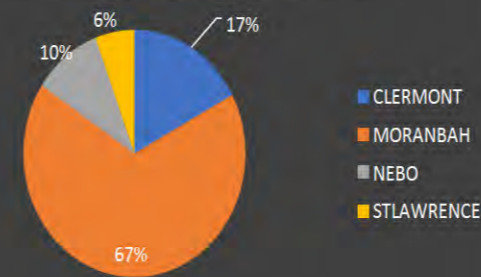
Employee Length of Service



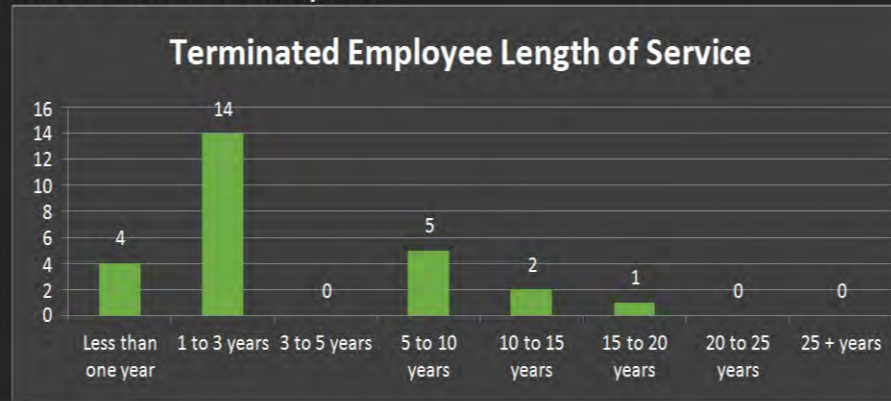
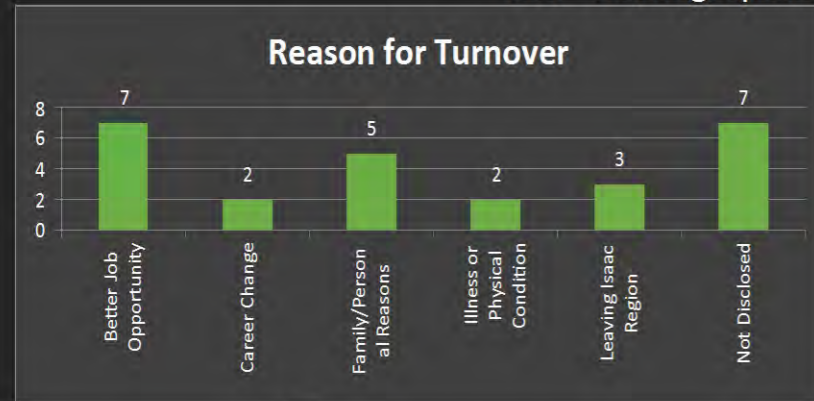
Employee Age Demographics



Position Location



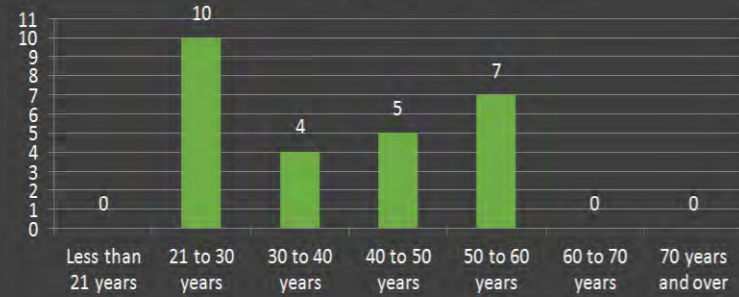
E&I - Demographics - 12 Months to 28 February 2021



Turnover - 12 Months



Terminated Employee Age



HEADCOUNT

162

HIRING

21

TURNOVER

26

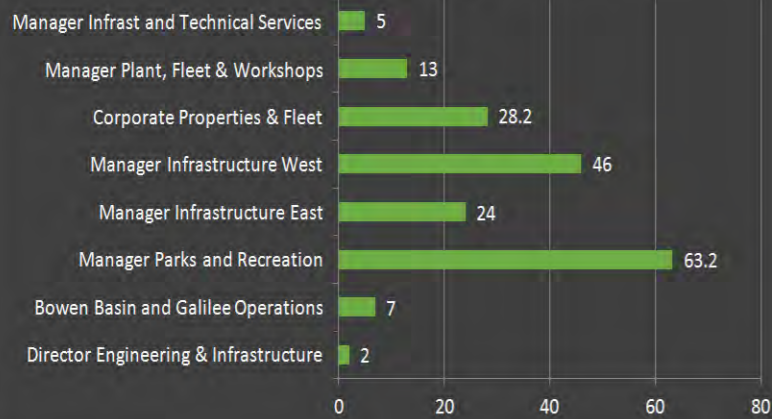
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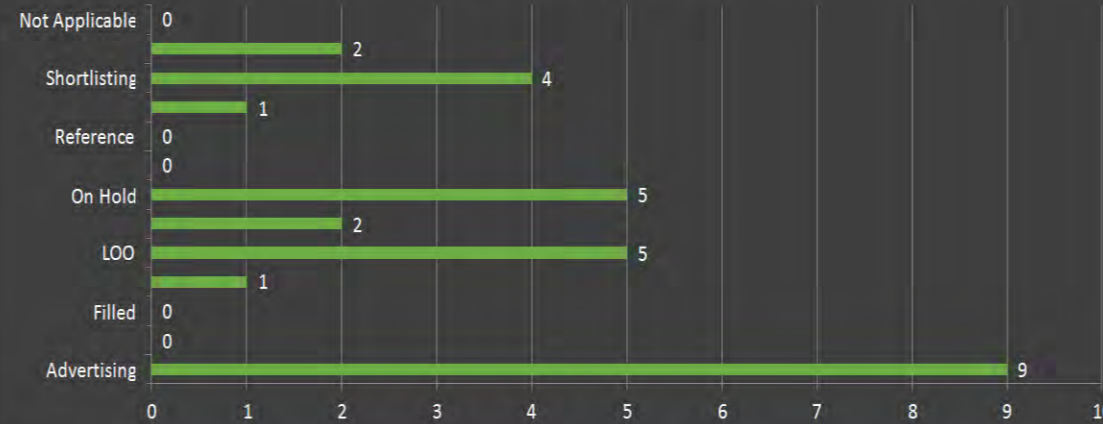
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28%

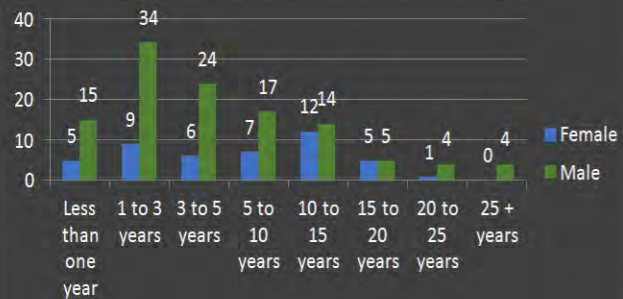
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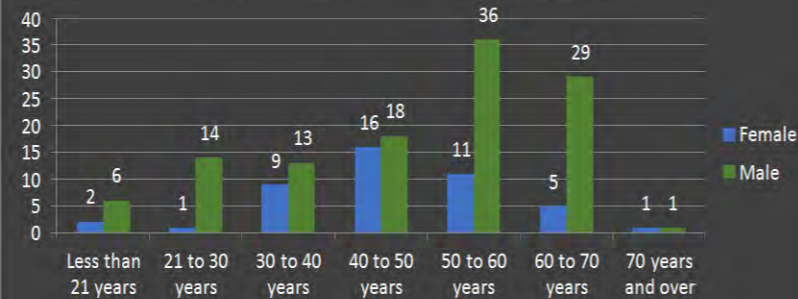
Current Vacancies



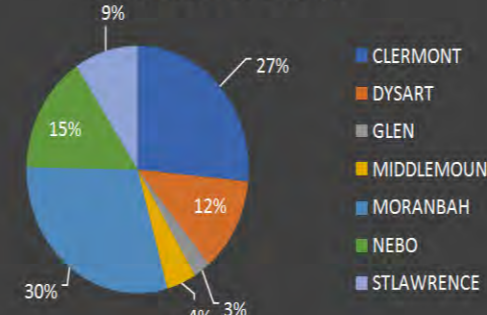
Employee Length of Service



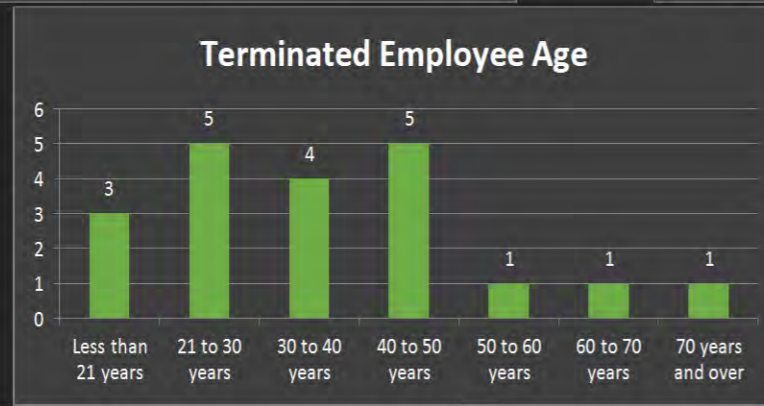
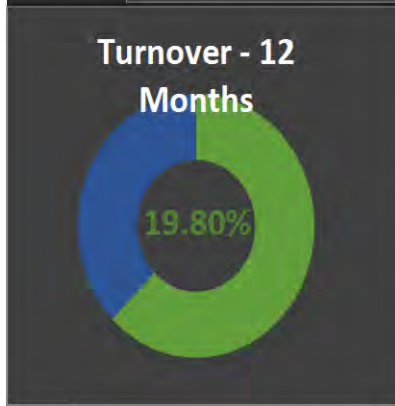
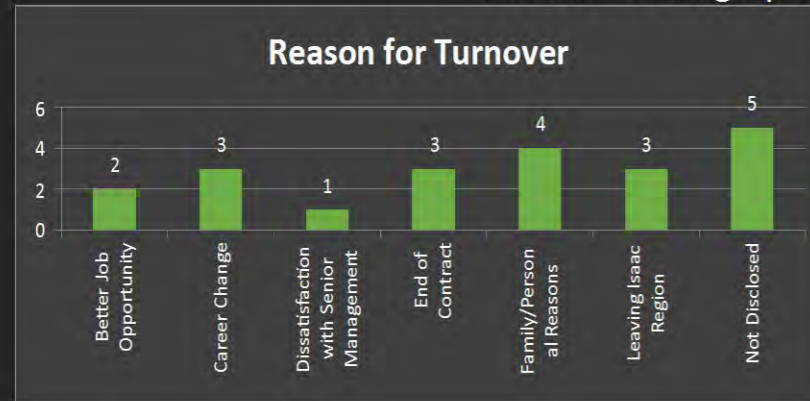
Employee Age Demographics



Position Location



PE&CS - Demographics - 12 Months to 28 February 2021



HEADCOUNT

101

HIRING

12

TURNOVER

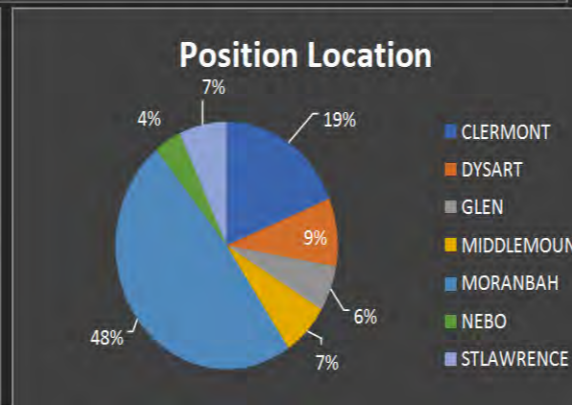
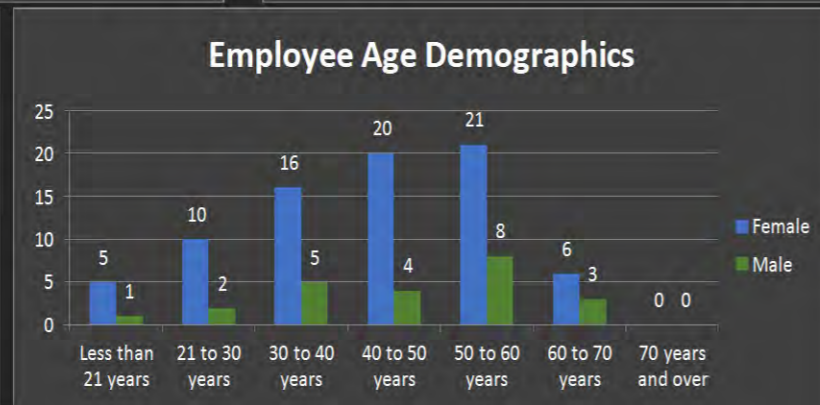
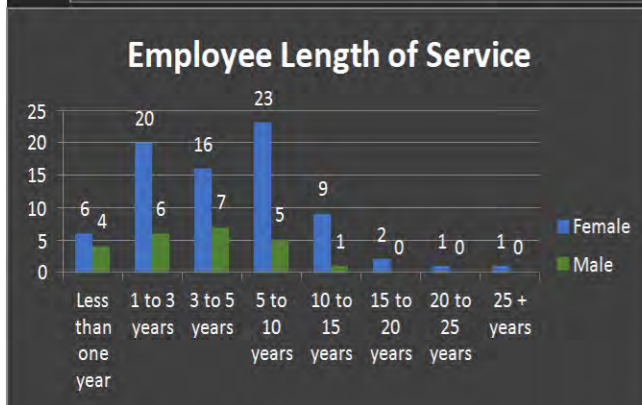
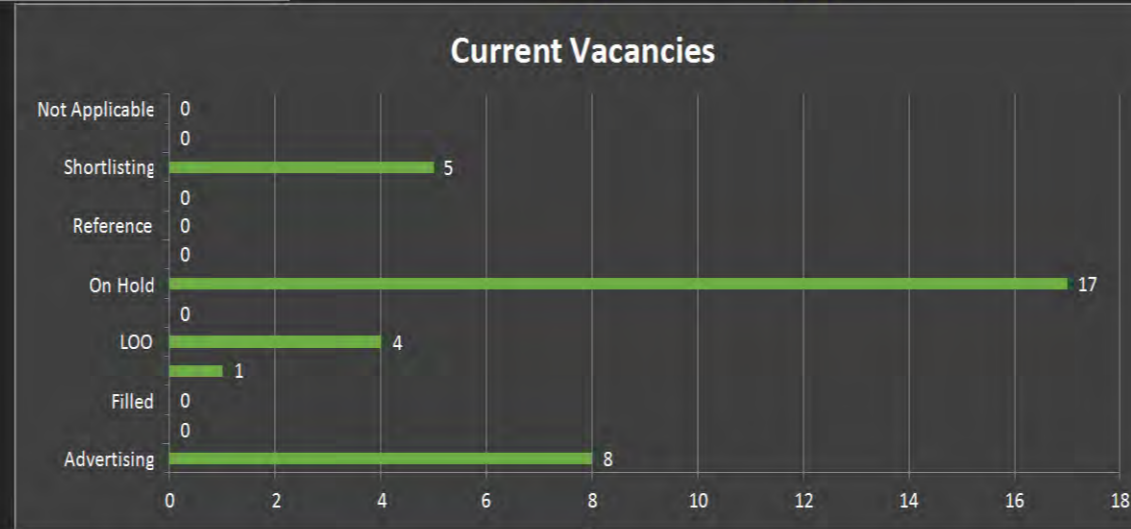
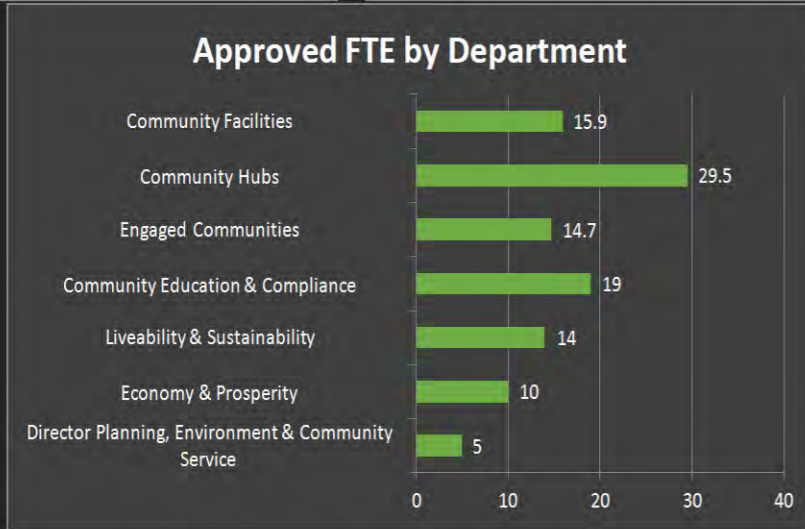
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GENDER



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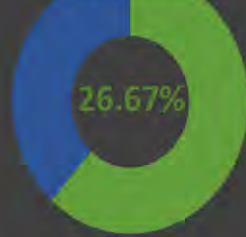
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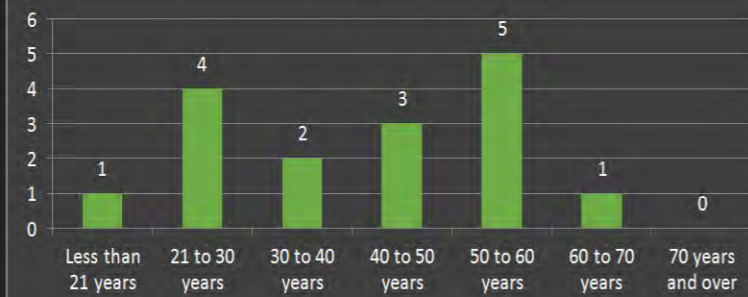
W&WW - Demographics - 12 Months to 28 February 2021



Turnover - 12 Months



Terminated Employee Age



HEADCOUNT

60

HIRING

10

TURNOVER

16

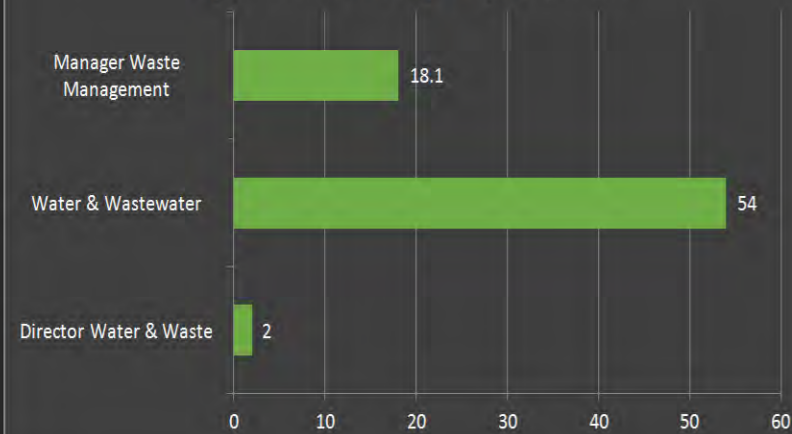
GENDER



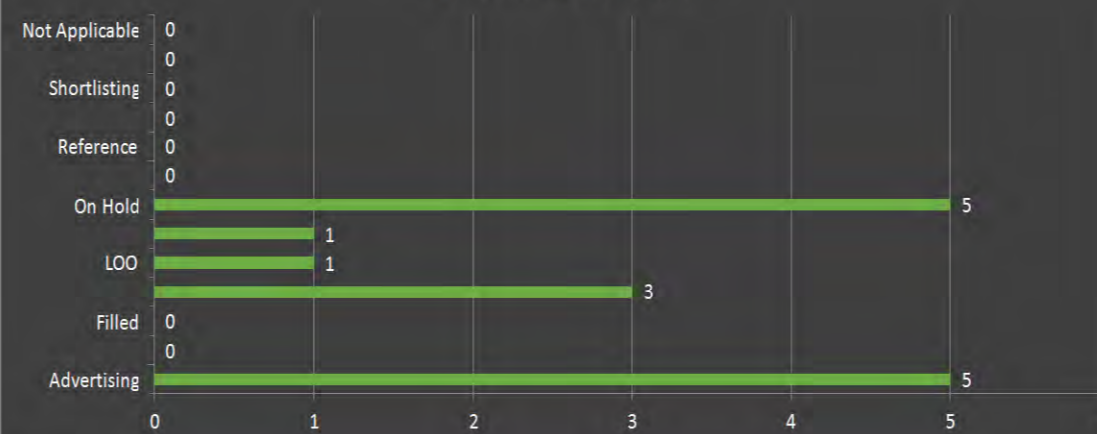
63%

37%

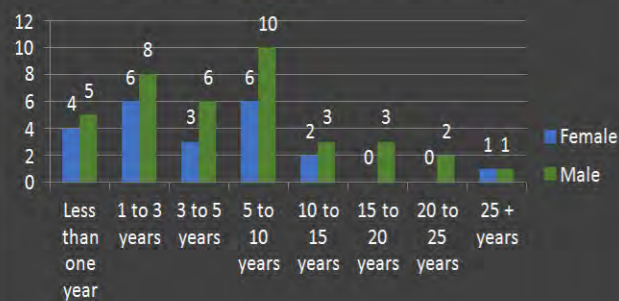
Approved FTE by Department



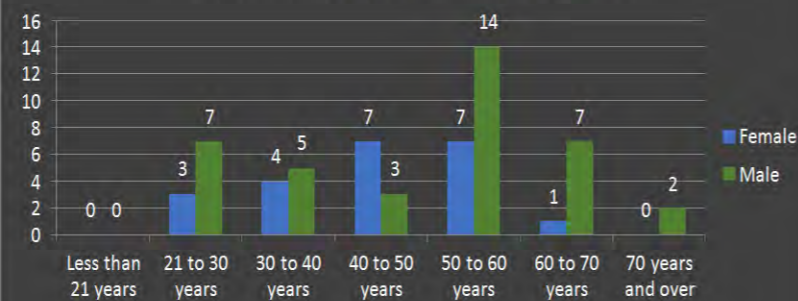
Current Vacancies



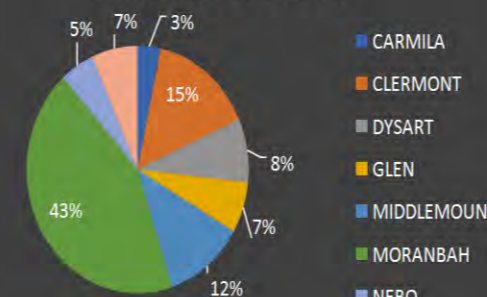
Employee Length of Service



Employee Age Demographics



Position Location

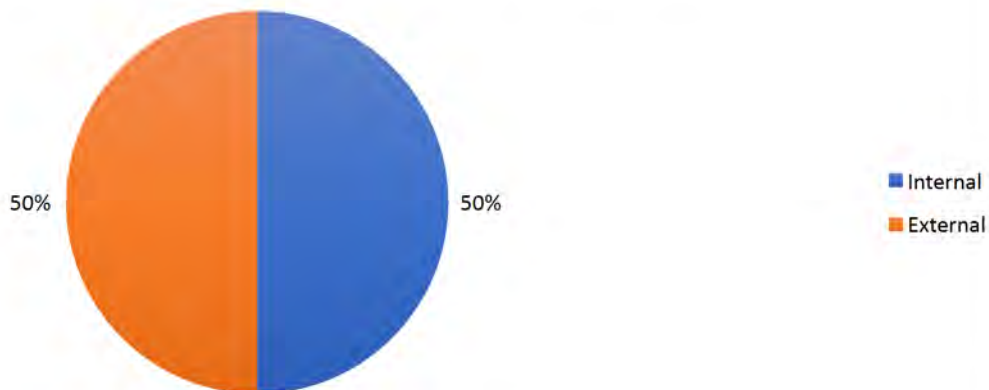


RECRUITMENT UPDATE

Positions Filled in the Month of February 2021.

Position Code	Org Position Status	Work Group	Position Description	Work Location	FTEs	Hire Date or Position Effective Date
Engineering & Infrastructure Services						
56,500.00	A	4254	Coordinator Infrastructure West	CLERMONT	1.00	1/02/2021
55,500.00	A	1053	Coordinator Infrastructure East	NEBO	1.00	1/02/2021
52,226.00	A	4186	Groundsman	MORANBAH	1.00	22/02/2021
Planning, Environment & Community Service						
63,543.00	A	1058	Administration Officer - LS	MORANBAH	1.00	22/02/2021
62,507.00	A	1395	Economic and Business Resilience Coordinator	MORANBAH	1.00	8/02/2021
Water & Waste						
83,010.00	A	4003	Waste Management Officer	MORANBAH	1.00	15/02/2021

Internal & External Recruitment for the Month



INFORMATION BULLETIN



VACANT POSITIONS – ACTIVE RECRUITMENT

Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
Office of the CEO									
10,102.00	Active	1000	Internal Auditor	Full Time	Vacant	Moranbah	1.00	24/02/2021	6
11,106.30	Active	4058	People & Performance Officer	Full Time	Vacant	Moranbah	0.00	28/08/2020	186
11,112.00	Active	4058	People & Performance Administration Trainee	Full Time	Vacant	Moranbah	1.00	12/01/2021	49
Corporate, Governance & Financial Service									
42,000.00	Active	1109	Manager Brand Media and Communications	Full Time	Vacant	Moranbah	1.00	11/12/2020	81
42,003.00	Active	4055	Media & Communications Officer	Full Time	Vacant	Moranbah	1.00	20/12/2020	72
44,104.00	Active	1021	Senior ICT Officer	Full Time	Vacant	Moranbah	1.00	10/05/2020	296
44,230.00	Active	1122	Coordinator Technical Asset Management	Full Time	Vacant	Moranbah	1.00	1/11/2019	487
49,000.00	Active	1120	Strategic Asset Manager	Full Time	Vacant	Moranbah	1.00	15/01/2021	46
Engineering & Infrastructure Services									
51,507.00	Active	1600	Civil Engineering Student	Full Time	Vacant	Moranbah	0.00	19/02/2021	11
52,214.00	Active	4186	Labourer	Full Time	Vacant	Moranbah	1.00	22/11/2020	100
52,223.00	Active	4186	Groundsman	Full Time	Vacant	Moranbah	1.00	10/01/2021	51
52,227.00	Active	4186	Senior Irrigation System Maintainer	Full Time	Vacant	Moranbah	1.00	27/12/2019	431
52,233.00	Active	4170	Labourer	Full Time	Vacant	Clermont	1.00	25/12/2020	67
52,234.00	Active	4170	Labourer	Full Time	Vacant	Clermont	1.00	30/08/2020	184
52,235.00	Active	4170	Labourer	Full Time	Vacant	Clermont	1.00	3/05/2020	303
52,239.00	Active	4170	Labourer	Full Time	Vacant	Clermont	1.00	4/02/2020	392
52,261.00	Active	2125	Labourer	Part Time	Vacant	Glenden	0.70	26/11/2020	96
52,263.00	Active	2125	Leading Hand	Full Time	Vacant	Glenden	1.00	21/02/2020	375
52,281.00	Active	3230	Labourer	Full Time	Vacant	Middlemount	1.00	25/01/2021	36
52,282.00	Active	3230	Labourer	Full Time	Vacant	Middlemount	1.00	9/06/2020	266
55,601.00	Active	2133	Roller Plant Operator	Full Time	Vacant	Clermont	1.00	17/08/2020	197
55,602.00	Active	2133	Grader Operator	Full Time	Vacant	Clermont	1.00	25/02/2021	5

INFORMATION BULLETIN

Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
55,603.00	Active	2133	Labourer	Full Time	Vacant	Clermont	1.00	27/09/2020	156
56,000.00	Active	1071	Manager Infrastructure, Parks and Recreation	Full Time	Vacant	Moranbah	1.00	28/08/2020	186
56,102.00	Active	4254	Technical Officer Project Management	Full Time	Vacant	Clermont	1.00	31/01/2021	30
56,205.00	Active	4193	Road Train Driver	Full Time	Vacant	Clermont	1.00	7/08/2020	207
56,213.00	Active	4193	Grader Operator	Full Time	Vacant	Clermont	1.00	19/04/2020	317
56,222.00	Active	4193	Plant Operator	Full Time	Vacant	Clermont	1.00	7/11/2020	115
56,422.00	Active	1382	Labourer	Full Time	Vacant	Dysart	1.00	7/12/2020	85
56,511.00	Active	4180	Labourer	Full Time	Vacant	Moranbah	1.00	19/01/2021	42
56,514.00	Active	4180	Plant Operator	Full Time	Vacant	Moranbah	1.00	21/02/2020	375
57,506.00	Active	1061	Carpenter	Full Time	Vacant	Nebo	1.00	15/01/2021	46
57,509.00	Active	1061	Electrician	Full Time	Vacant	St Lawrence	1.00	7/01/2021	54
57,613.00	Active	4605	Cleaner	Part Time	Vacant	Clermont	0.70	26/02/2021	4
57,622.00	Active	2605	Cleaner	Part Time	Vacant	Glenden	0.70	3/01/2021	58
59,016.00	Active	1072	Technical Officer	Full Time	Vacant	Moranbah	1.00	11/12/2020	81
59,022.00	Active	1072	Technical Engineer	Full Time	Vacant	Moranbah	1.00	18/11/2020	104
Planning, Environment & Community Service									
63,523.00	Active	3269	Biodiversity Officer	Full Time	Vacant	Clermont	1.00	20/11/2020	102
63,531.00	Active	1099	Planner	Full Time	Vacant	Moranbah	1.00	4/12/2020	88
64,501.00	Active	2421	Community Education Officer	Full Time	Vacant	Moranbah	1.00	5/02/2021	25
64,502.00	Active	2422	Building & Land Use Investigation Officer	Full Time	Vacant	Moranbah	1.00	20/07/2018	956
64,520.00	Active	1100	Senior Building Surveyor	Full Time	Vacant	Moranbah	1.00	5/06/2020	270
64,530.00	Active	1101	Senior Plumbing Inspector	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
64,541.00	Active	4062	Lead Compliance Officer	Full Time	Vacant	Moranbah	1.00	12/02/2021	18
64,543.00	Active	4062	Compliance Officer	Full Time	Vacant	Moranbah	1.00	21/12/2020	71
64,550.00	Active	4152	Senior Environmental Health Officer	Full Time	Vacant	Moranbah	1.00	7/08/2020	207
64,552.00	Active	4152	Environmental Health Officer	Full Time	Vacant	Moranbah	1.00	16/01/2021	45
65,606.00	Active	2424	Community Relations Officer (Sports, Rec & Dev)	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0

INFORMATION BULLETIN

Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
65,607.00	Active	2425	Community Relations Officer (First Peoples)	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
65,610.00	Active	1056	Program Leader Community Engagement	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,715.00	Active	4208	School Based Trainee Frontline Service	Part Time	Vacant	Moranbah	0.70	15/11/2020	107
66,721.00	Active	2205	Community Hub Team Leader - Nebo	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,725.00	Active	2207	Community Hub Team Leader - Glenden	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,729.00	Active	3310	Community Hub Team Leader - St Lawrence	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,741.00	Active	3311	Community Hub Team Leader - Middlemount	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,746.00	Active	3309	Community Hub Team Leader - Dysart	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,750.00	Active	4209	Community Hub Team Leader - Clermont	Full Time	Duplicate Position	Moranbah	0.00	22/06/2019	0
66,754.00	Active	4084	Frontline Service Officer	Part Time	Vacant	Clermont	0.70	31/07/2020	214
66,762.00	Active	4084	School Based Library/Museum Frontline Trainee	Full Time	Vacant	Clermont	1.00	22/11/2020	100
67,511.00	Active	2426	Casual Pool Attendant	Casual	Vacant	Moranbah	0.00	20/01/2021	41
67,513.00	Active	2426	Casual Pool Lifeguard	Casual	Vacant	Moranbah	0.00	20/01/2021	41
67,518.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	155
67,519.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	155
67,520.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	27/11/2020	95
67,521.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	155
67,522.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	155
67,523.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	155
67,524.00	Active	2426	Casual Swim Teacher	Casual	Vacant	Moranbah	0.00	28/09/2020	155
67,532.00	Active	2426	Casual Pool Attendant	Casual	Vacant	Moranbah	0.00	28/09/2020	155
67,630.00	Active	2428	Moranbah Facilities Area Leader	Full Time	Vacant	Moranbah	1.00	22/06/2019	619
67,631.00	Active	4607	Chef/Cook Moranbah Community Centre	Full Time	Vacant	Moranbah	1.00	18/09/2020	165
67,638.00	Active	4607	Casual Moranbah Community Centre Cleaner	Casual	Vacant	Moranbah	0.50	29/05/2020	277
Water & Waste									
81,001.00	Active	1057	Process Engineer	Full Time	Vacant	Moranbah	1.00	20/10/2020	133
81,011.00	Active	1057	Treatment Plant Supervisor - South	Full Time	Vacant	Middlemount	1.00	8/01/2021	53

INFORMATION BULLETIN



Position Code	Org Position Status	Work Group	Position Description	Employee Type	Employee Class	Work Location	FTEs	Last Date Occupied or Created	Days Unoccupied
81,013.00	Active	3041	Senior Water & Wastewater Operator	Full Time	Vacant	Dysart	1.00	6/10/2020	147
81,015.00	Active	3019	Water & Wastewater Operator	Full Time	Vacant	Dysart	1.00	9/11/2020	113
81,016.00	Active	3042	Senior Water & Wastewater Operator	Full Time	Vacant	Middlemount	1.00	17/05/2019	655
81,017.00	Active	3042	Senior Water & Wastewater Operator	Full Time	Vacant	Moranbah	1.00	16/12/2019	442
81,044.00	Active	2026	Water & Wastewater Operator	Full Time	Vacant	Glenden	1.00	7/02/2021	23
81,063.00	Active	4016	Plumber	Full Time	Vacant	Moranbah	1.00	2/11/2020	120
81,067.00	Active	4049	Senior Water & Wastewater Operator	Full Time	Vacant	Moranbah	1.00	11/01/2021	50
81,083.00	Active	4022	Water & Wastewater Operator in Training	Full Time	Vacant	Moranbah	1.00	20/11/2020	102
81,097.00	Active	1057	Electrician/SCADA Technician	Full Time	Vacant	Moranbah	1.00	2/12/2020	90
81,098.00	Active	1057	Maintenance Fitter	Full Time	Vacant	Moranbah	1.00	25/05/2019	647
81,602.00	Active	1380	Planning Engineer	Full Time	Vacant	Moranbah	1.00	3/05/2019	669
83,012.00	Active	4003	Waste Management Officer	Full Time	Vacant	Moranbah	1.00	11/12/2020	81
83,013.00	Active	2001	Outdoor Officer	Full Time	Vacant	Glenden	1.00	26/11/2020	96

TURNOVER DEMOGRAPHICS

Figure 1.0 Turnover Demographics – 12 Months.

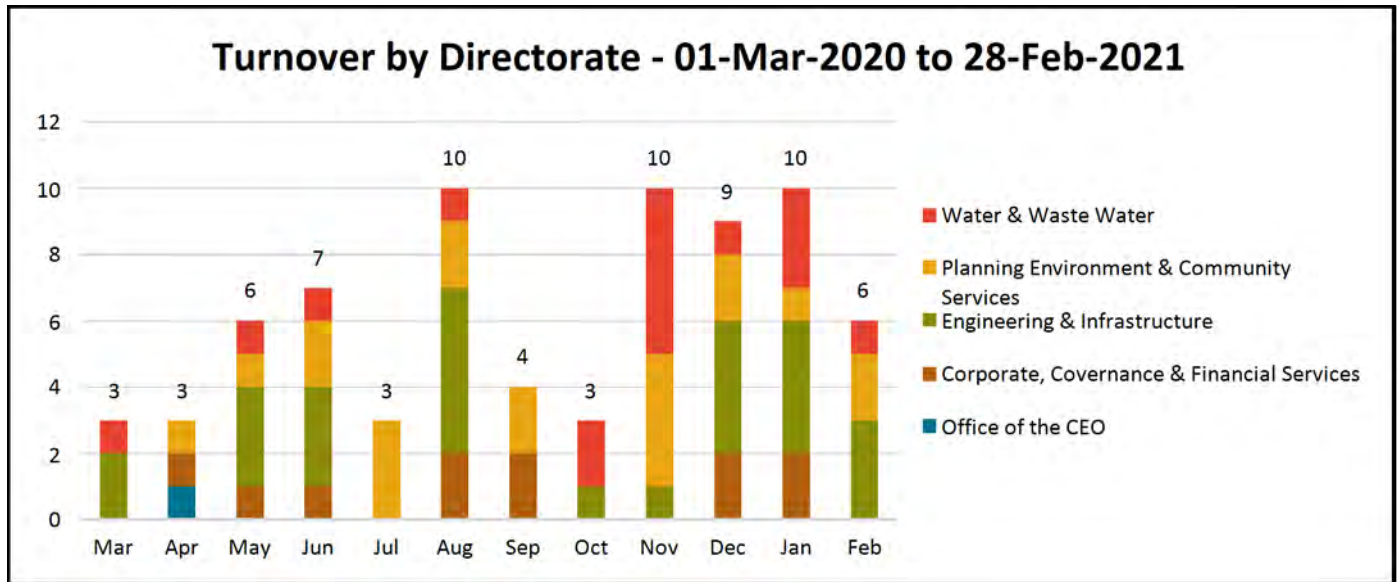


Figure 2.0 Turnover Demographics – Reason for Turnover 12 Months.

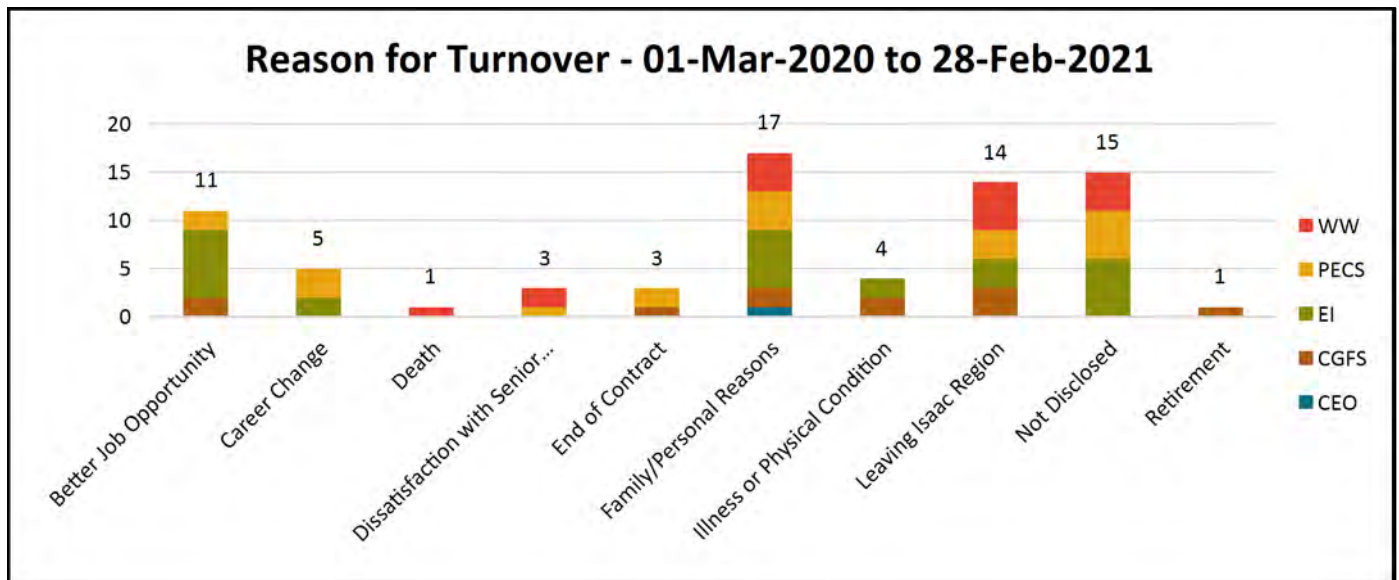
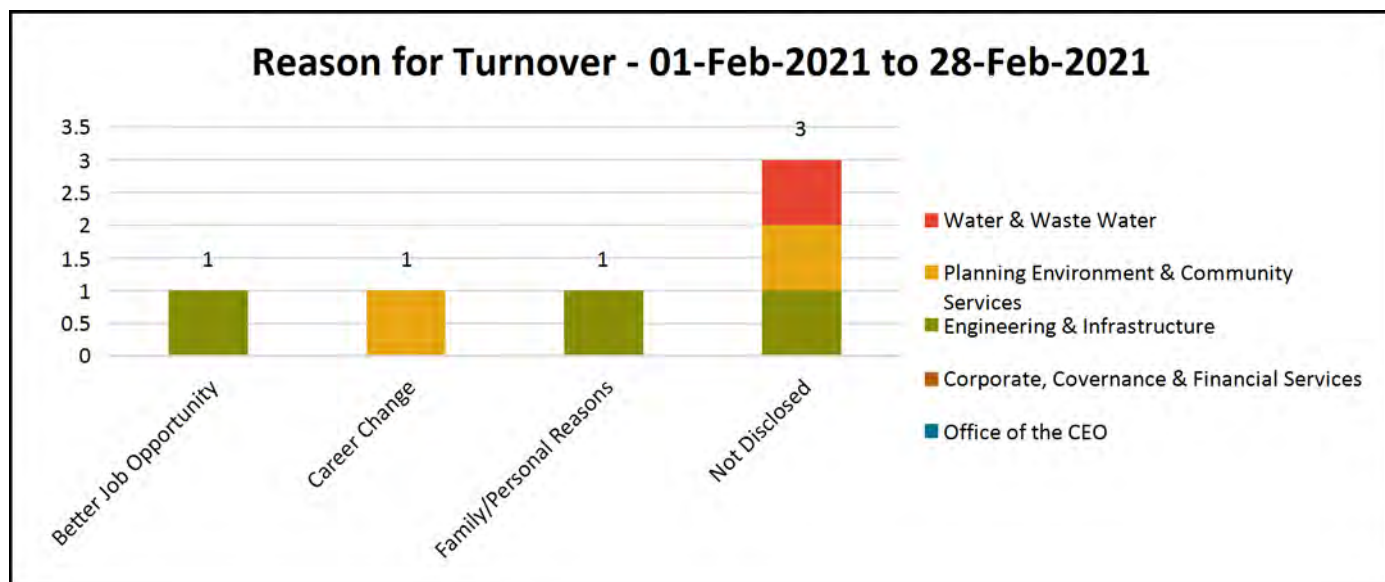


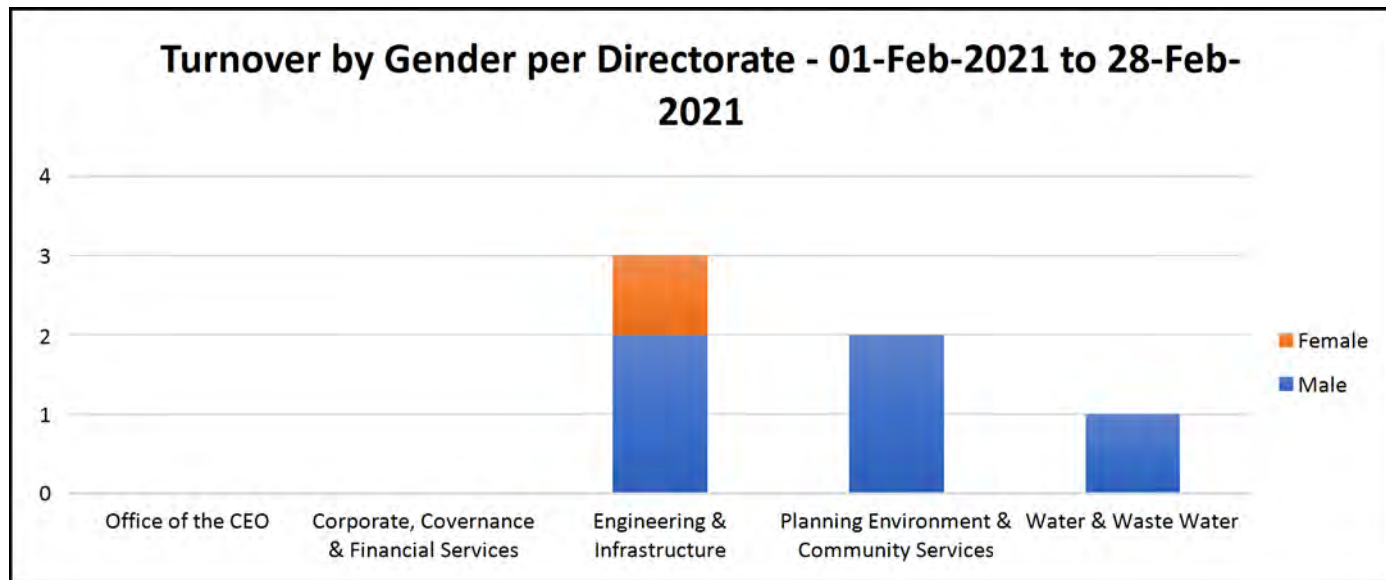
Figure 3.0 Turnover Demographics – Reason for Turnover – February.



Directorate	Monthly Turnover	Annual Turnover
CEO	0.00%	6.67%
Corporate, Governance and Financial Services	0.00%	15.71%
Engineering and Infrastructure	1.85%	16.05%
Planning, Environment and Community Services	1.98%	19.80%
Water and Waste	1.67%	26.67%
Totals	1.47%	18.14%

Annual Employee Turnover by Gender	No.	%
Male	38	18.91%
Female	36	17.39%

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



Directorate	Female	Male
CEO	0	0
Corporate, Governance and Financial Services	0	0
Engineering and Infrastructure	1	2
Planning, Environment and Community Services	0	2
Water and Waste	0	1
Totals	1	5

WORKFORCE – DEMOGRAPHICS

Figure 1.0 Workforce Demographics – Male vs Female employees

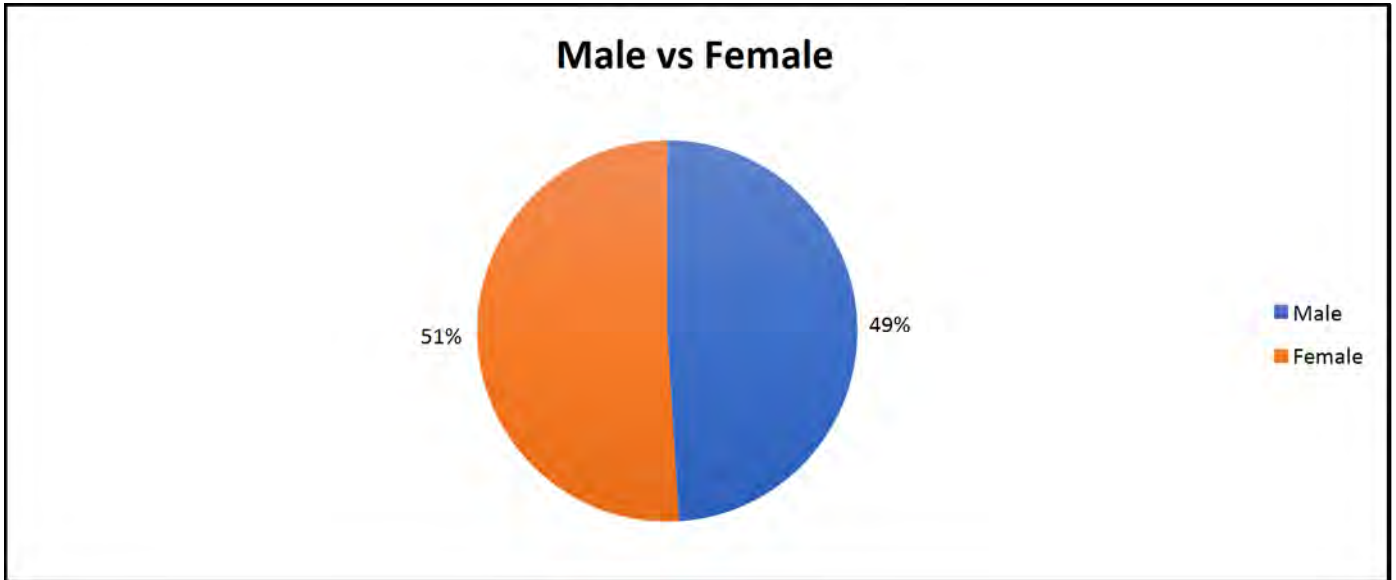


Figure 2.0 Workforce Demographics – Male vs Female – Management Positions

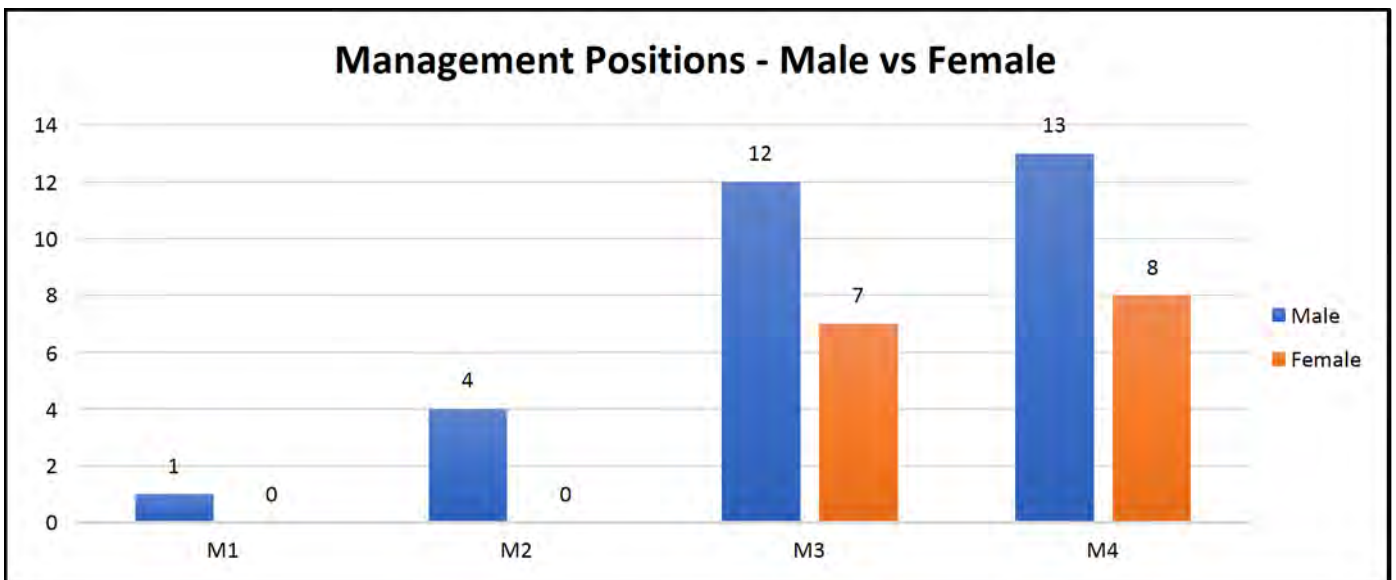


Figure 3.0 Workforce Demographics – Male vs Female – M3/M4 Management Positions

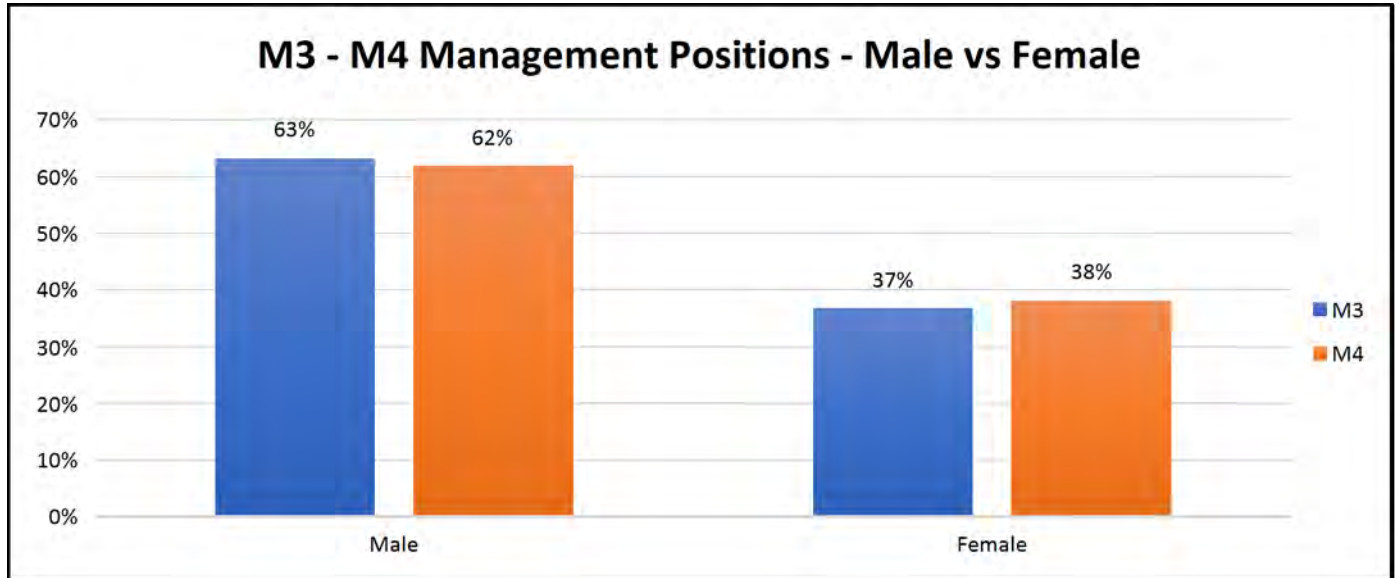
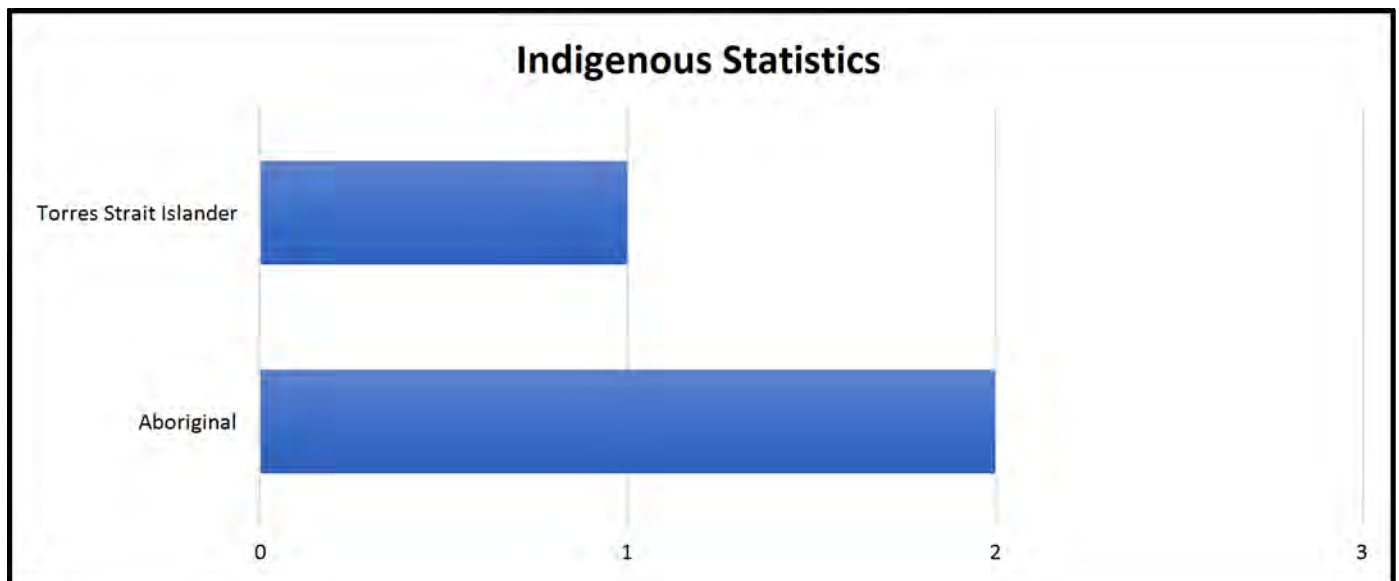


Figure 4.0 Workforce Demographics – Indigenous Employees



WORKFORCE - LEAVE

Figure 1.0 Workforce Demographics – Excess Annual Leave by Directorate.

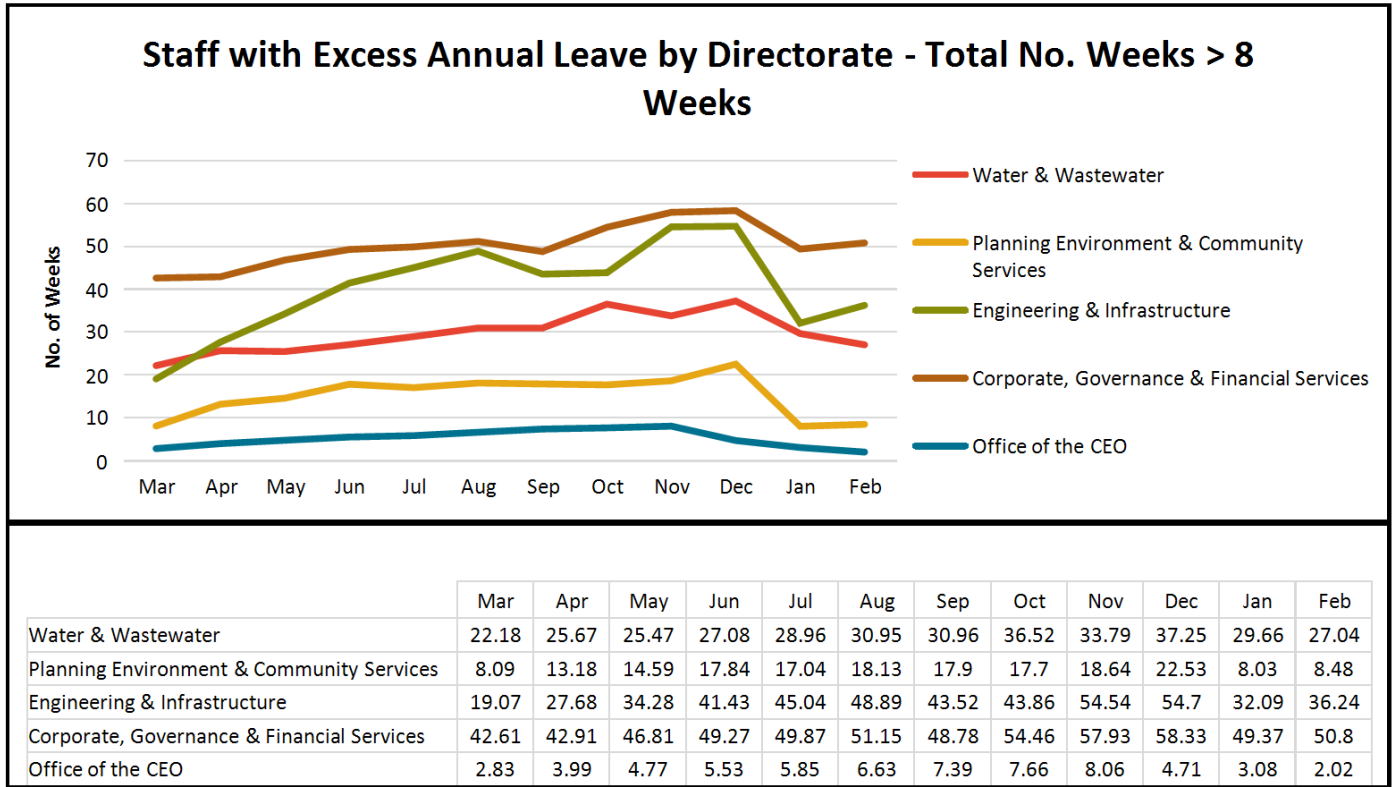


Figure 2.0 Workforce Demographics – Excess Long Service Leave by Directorate.

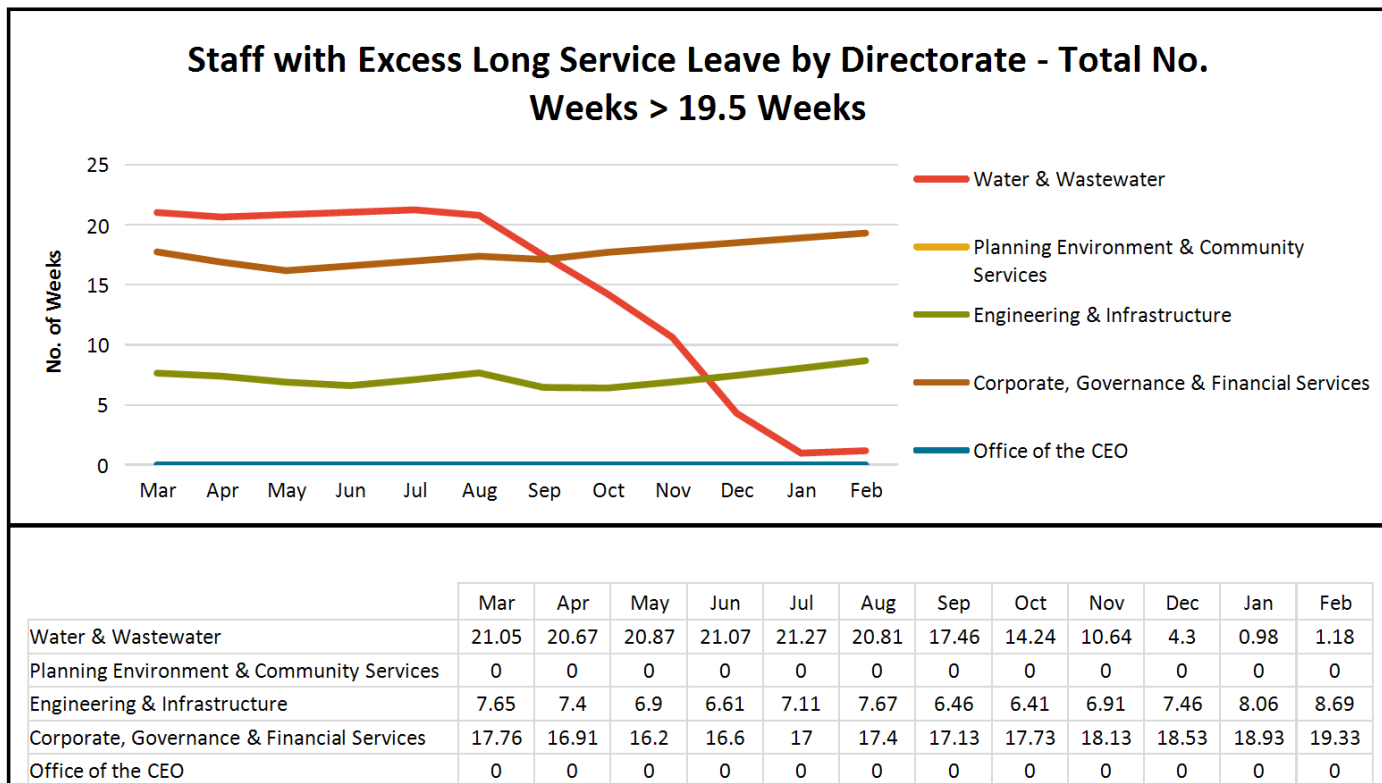
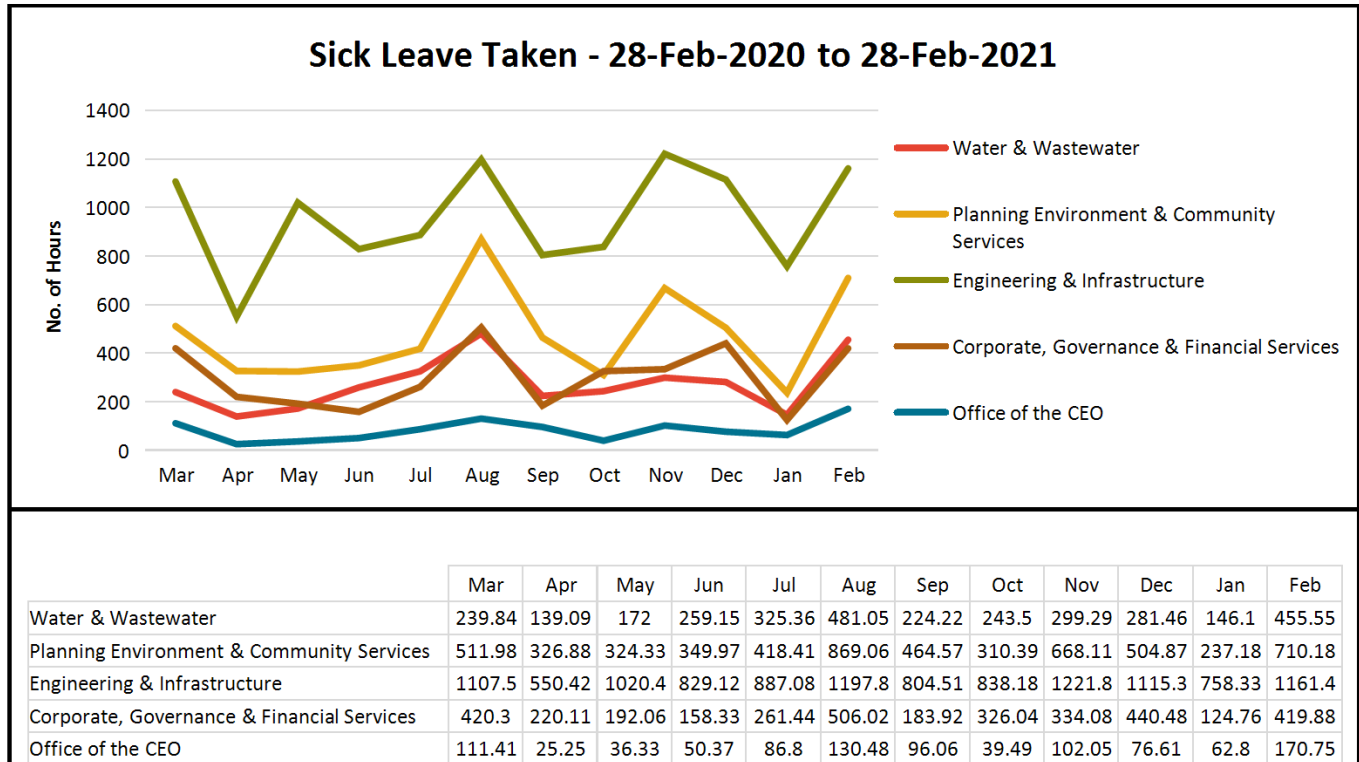


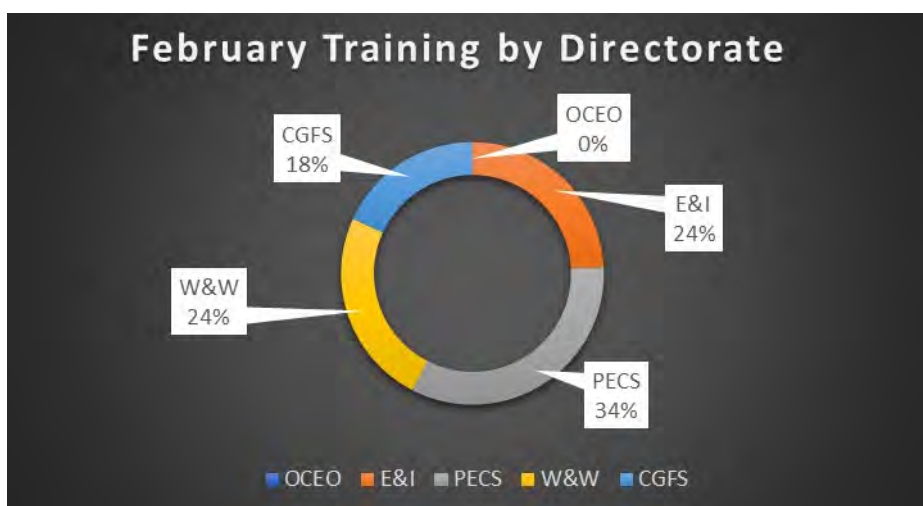
Figure 3.0 Workforce Demographics – Sick Leave Taken by Directorate.

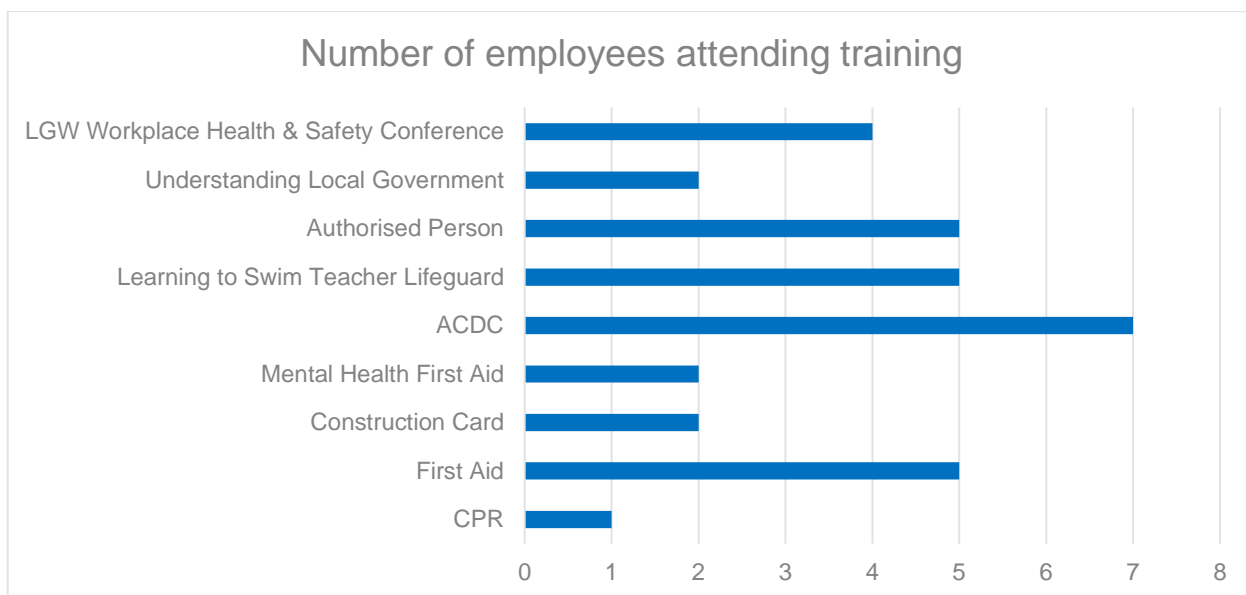
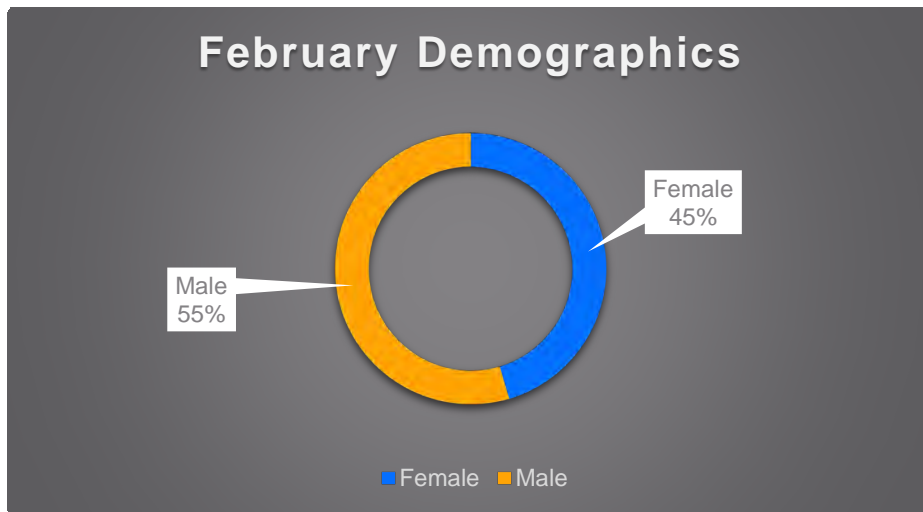


TRAINING INFORMATION

Number of employees who received training for the month (includes block training and 1 apprentice)

Directorate	CEO	CGFS	E&I	PECS	W&W
Number of Employees	0	6	8	11	8





TRAINING BUDGET SPEND

Training budget spend (FY spend to date v Budget for all IRC)

Operating Ledger & Budgets YTD			
Actual Income YTD	(391,974.56)	Budget Income	(581,864.94)
Actual Expenditure YTD	154,752.45	Budget Expenditure	344,287.74
		Rev Budget Income	(657,873.50)
		Rev Budget Expenditure	344,287.74

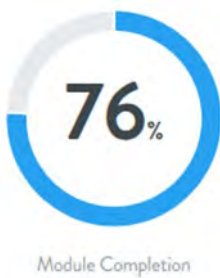
PLANT TRAINING:

- HR
- Forklift
- Backhoe

VOC MONTHLY INFORMATION

- Skid Steer
- Backhoe
- Tractor
- Forklift
- Roller
- 3 x Equipment Familiarisations

Mimecast Cyber Security Awareness February module completion



Report authorised by:

GARY STEVENSON PSM

Chief Executive Officer

Date 4 March 2021

ATTACHMENTS:

- Nil